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Navy-wide Personnel Survey (NPS) 1993: Management Report of Findings

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**Navy-wide Personnel Survey (NPS) 1993:
Management Report of Findings**

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13. ABSTRACT (Maximum 200 words) The 1993 Navy-wide Personnel Survey was completed by 4,731 enlisted and 2,841 officer personnel on topics related to detailing and the assignment process, quality of life, organizational climate, and health issues. Each of the topics was measured by several questions that were formed into opinion gauges ("scales") based on reliability analyses. Results for these gauges are presented for enlisted and officer personnel. Additional results are broken down by demographic variables.					
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Foreword

The Navy-wide Personnel Survey (NPS), which is administered annually, is one part of the Navy Survey Resource Center (NSRC) originated by the Navy Personnel Research and Development Center. The NPRC is designed to manage and control Navy personnel surveys to minimize intrusion into fleet and shore operations. It also conducts the NPS, special surveys, and quick-response surveys. NPS 1993 examined the opinions of personnel in a variety of areas including detailing and the assignment process, quality of life, organizational climate, and health issues. The information from the survey is valuable to managers and policy makers in program formulation and evaluation.

NPS 1993 was conducted under the sponsorship of the Chief of Naval Personnel (PERS-00) within reimbursable Work Unit 5WRPS500. Data collection concluded in mid-December 1993, and the results of the survey were briefed to the Chief of Naval Personnel, his staff, and sponsors in February 1994.

This report, one of several documenting the results of the 1993 NPS, presents an overview of the topics covered in the survey. NPRDC-TN-94-16 and NPRDC-TN-17 provide statistical results for all survey questions for enlisted and officer personnel, respectively.

Any questions regarding this report should be directed to Dr. John Kantor, Project Director, DSN 553-7651 or (619) 553-7651.

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Personnel and Organizational
Assessment

Executive Summary

Background

The Navy-wide Personnel Survey is conducted annually at the request of the Chief of Naval Personnel to aid in program formulation and evaluation. The 1993 survey was completed by 4,731 enlisted and 2,841 officer personnel between September and December in 1993. The survey addressed topics on detailing and the assignment process, quality of life, organizational climate and health issues. Some of the topics included opinions about the BUPERS ACCESS computer bulletin board system, family support programs, living conditions, Total Quality Leadership, job satisfaction, downsizing policies, equal opportunity, and health promotion programs. Survey responses have been weighted by paygrade to help ensure that results can be generalized to the entire Navy.

Highlights of Results

Detailing and Assignment Process

- Only 16% of enlisted personnel and 14% of officers had used the BUPERS ACCESS system.
- A majority of enlisted personnel (54%) who had used the BUPERS ACCESS system expressed favorable opinions of it.
- Forty percent of officers who had used the BUPERS ACCESS system expressed favorable opinions.

Quality of Life

- A majority of enlisted personnel (53%) voiced favorable opinions about family support centers, while a minority responded in a favorable fashion about personnel support detachments and living conditions.
- Forty-five percent of enlisted personnel living in military family housing, but only 16% in bachelor quarters, reported that their living conditions favorably affected their performance and retention plans.
- Forty-six percent of enlisted personnel were satisfied with the overall quality of life in the Navy.
- A majority of officers favorably evaluated family support centers (59%), personnel support detachments (52%), and living conditions (53%).
- Seventy-seven percent of officers were satisfied with the overall quality of life in the Navy.

Organizational Climate (Enlisted)

- A majority of enlisted personnel favorably evaluated several areas that help determine organizational climate in the Navy. These areas were the quality of sexual harassment training,

acceptability of the fraternization policy, appropriateness of command events such as initiations, equal opportunity practices related to gender and race, and job satisfaction.

- A minority of enlisted personnel reacted favorably when asked if Total Quality Leadership (TQL) principles were being followed, and if their current level of pay and retirement benefits increased their desire to remain in the Navy.

- Enlisted personnel believed that downsizing policies were having an adverse effect on the Navy, but fewer individuals than might be expected indicated that such policies had a negative effect on them emotionally.

- Both male and female enlisted personnel shared the same favorable opinions about the availability of equal opportunities in the Navy.

- Seventy-three percent of the E-7s through E-9s, but only 52% of E-2s and E-3s believed that equal opportunity policies were effective for all races.

- More White enlisted personnel (68%) than individuals of other races (55%) believed that equal opportunities existed in the Navy.

Organizational Climate (Officer)

- Over 75% of officers offered favorable opinions about the Navy's sexual harassment training, the prevalence of equal opportunities for both sexes and all races, command events, the fraternization policy, and job satisfaction.

- A majority of officers indicated that their current level of pay and retirement benefits increased their desire to remain in the Navy (55%) and that TQL principles were being followed (51%).

- Similar to enlisted, officers believed that downsizing policies were having an adverse effect on the Navy, but fewer individuals than might be expected indicated that such policies were having a negative effect on them emotionally.

- Naval flight officers, more than other officers, believed that downsizing policies were negatively impacting the Navy.

- Fewer female officers (66%) than male officers (79%) believed that equal opportunities existed for both sexes.

- A larger number of White officers (83%) than individuals of other races (72%) believed that equal opportunities existed for all races.

Health Issues

- A majority of enlisted personnel favorably evaluated the Navy's drug and alcohol program policies (55%) and health promotion programs (56%) although 24% and 28%, respectively, rated these two programs unfavorably. Remaining individuals were neutral.

- A majority of officers also favorably evaluated drug and alcohol program policies (65%) and health promotion programs (67%).

Conclusions

1. Results tentatively suggest that the overall quality of life for enlisted personnel needs to be improved. Although an increase in pay and a stabilization of, or increase in, retirement benefits would be the most direct approach to this problem, improved living conditions would also be a worthwhile contribution.

2. Enlisted personnel varied in their opinions about whether living conditions favorably impacted their performance and retention plans. Results are hard to interpret. For example, individuals may have felt that living conditions were excellent, but that performance and retention plans depend on other factors. Or, they may have felt that living conditions were poor and thus did not favorably affect their performance and retention plans. In either case, results would indicate that living conditions failed to have a favorable impact. Thus, future NPSs should include questions that permit clearer interpretation of results.

3. Although a vast majority of individuals reported that they understood what the Navy was trying to convey in its sexual harassment training, additional evidence is needed to determine if their opinions represent the true state of affairs. For example, personnel may state that they understand the complaint/grievance procedures available to report an incident of sexual harassment. However, how would they score if they were given a written test on them?

4. Although less than half of all survey respondents indicated that TQL principles were being implemented, results appear to be consistent with the length of time Navy units have been working on TQL application. In addition, there is no requirement that any command apply TQL principles and practices, and the Fleet unit implementation emphasis is relatively recent.

5. The relatively small number of individuals indicating that downsizing policies had adversely affected them emotionally could represent a conflict that needs to be addressed. It may be that chaplains and family service center counselors can help individuals in small group settings to acknowledge, accept, and cope with their feelings of discouragement and uncertainty.

6. The findings that naval flight officers (NFOs), in particular, believed that downsizing was adversely affecting the Navy would seem to reflect the impact that downsizing has had on them as a community. That is, NFOs have been adversely affected by the Navy's increased emphasis on the F/A-18 and the Navy's predilection to eliminate NFO billets at senior levels to a greater extent than pilot billets.

7. The question arises as to why appreciably more senior enlisted personnel (E-7s through E-9s) than junior enlisted personnel (E-2s and E-3s) believed that equal opportunities for all races exist in the Navy. If funds are available, follow-up interviews or a special survey should be conducted to help answer this question.

8. Since a fairly large minority of enlisted personnel expressed unfavorable opinions regarding the effectiveness of health promotion programs, efforts should be intensified to disseminate information, make treatment programs readily available, and ensure that commands encourage participation.

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Introduction

Background

In 1990, the Chief of Naval Personnel, Vice Admiral J. M. Boorda, commissioned the Navy-wide Personnel Survey (NPS). Its purpose was to assess the attitudes of personnel toward a variety of issues important to policy makers. A number of characteristics were built into the design of the survey. It would be administered on an annual basis so that trends in personnel attitudes could be assessed. It would be an omnibus survey addressing topics of both immediate and enduring interest to the Navy. Both enlisted and officer personnel would be sampled randomly, and in great enough numbers, so that their responses would be representative of the entire Navy.

Since its inception, the NPS has been administered every year. The 1993 NPS was mailed in September 1993 to a random sample of 17,902 enlisted and officer personnel with a projected rotation date of December 1993 or later. This sample consisted of approximately 4% of the enlisted and 11% of the officer populations. The overall return rate was 44%. In February 1994, VADM R. J. Zlatopfer, Chief of Naval Personnel, was briefed on the results of the survey. In addition, results were published for all survey questions for both enlisted and officer personnel (Quenette, 1994a; Quenette, 1994b).

Problem

In a time of downsizing and economic cutbacks, the morale and performance of personnel assume added importance. Thus, policy makers need to be informed about the impact of their actions on individuals, but are limited in their ability to obtain feedback from a large number of personnel in a timely and systematic way. The NPS was developed in response to this problem.

Purpose

The purpose of this report is to provide policy makers with the results from the 1993

NPS in a form that will aid program evaluation and formulation. Towards that end, an overall result is presented for each survey topic rather than reviewing results question by question.

Approach

Determining Overall Opinions

A copy of the 1993 NPS can be found in Appendix A. Policy makers were interested in five broad areas: detailing and the assignment process, quality of life (QOL), leadership training, organizational climate, and health issues. Within each of these areas specific topics were of interest; for example, within organizational climate, Total Quality Leadership (TQL), job satisfaction, force reduction and base closure, equal opportunity, and so forth.

The study's goal was to be able to combine survey questions for each topic so that an overall result could be determined, as opposed to reviewing results question by question. To reach this goal, analyses were performed to determine which questions could be combined, or if questions could legitimately be combined at all.¹ As a result of the analyses, 23 combinations of questions or opinion "gauges" were identified. In some cases, slightly different combinations of questions were found for enlisted and officer personnel.

No gauge was found for the leadership training area, for either enlisted or officer personnel, and thus readers need to consult previous reports that presented results question by question. In addition, while two gauges were found for officers regarding detailing and the assignment process, only one was found for enlisted personnel.

Appendix B presents the names of the opinion gauges, the questions comprising them, and statistical results. For example, one

¹Analyses were primarily Chronbach alpha reliability analyses.

gauge is Family Support Programs, consisting of Questions 49a, 49b, and 49c, that were included as part of the QOL section of the survey. Another example is the opinion gauge regarding the Navy's success in educating personnel on sexual harassment (organizational climate section of the survey). This gauge was composed of Questions 85a, 85b, 85c, 85f, and 85g.

Readers may want to review Appendix B to familiarize themselves with the issues comprising each opinion gauge. In the report, the author discusses the results at a more general level of abstraction. For example, one of the gauges is Fraternization Policy and is composed of questions asking personnel if they understand the Navy's definition of fraternization, if they believe that fraternization seriously interferes with good discipline and morale, and if they believe that the Navy's fraternization policy is a good one. In presenting the results for this opinion gauge, the author simply discusses the extent to which personnel had a favorable opinion of the fraternization policy.

By combining questions, it could be determined, for example, what percentage of personnel had favorable opinions of family support programs, unfavorable opinions, and neutral opinions (neither favorable nor unfavorable). By definition, those with favorable opinions were personnel who had selected "strongly agree" or "agree"; those with unfavorable opinions, personnel who selected "strongly disagree" or "disagree"; and those with neutral opinions, personnel who selected "neither agree nor disagree."²

For example, suppose it were found that 55% of personnel had favorable opinions of the Navy overall. Technically, this result would mean that the average (weighted) percentage of individuals selecting "strongly agree" or "agree" for the three questions was 55%. Similarly, if 35% were found to have

unfavorable opinions, this result would mean that the average percentage of individuals selecting "strongly disagree" or "disagree" was 35%.

Generalization to Entire Navy

Policy makers want to know if survey results can be generalized to the entire Navy. Typically, they want to know for enlisted results and officer results, for individual paygrade groups such as E-4 through E-6, and, at times, for all survey respondents (enlisted and officer combined). Generalization depends on one of two factors, or both: (1) whether the mix of survey respondents by paygrade is the same as it is in the Navy as a whole, and (2) whether there are enough survey respondents to generalize to the entire Navy.

The first condition was met in the study through "statistical weighting." Here, responses of each paygrade group were weighted in accordance with the group's representation in the Navy. Meeting the second condition depends, in part, on the margin of error the reader is willing to accept. That is, suppose 55% of E-4s through E-6s had favorable opinions of family support centers and the estimated margin of error was $\pm 3\%$. The reader could then assume (at the 95% level of confidence) that the percentage for all E-4s through E-6s in the Navy would be between 52% and 58%. The reader needs to decide how large a margin of error is acceptable to them--typically, $\pm 5\%$ (or less) is viewed as acceptable.

Important results were found in the study by paygrade group. Table 1 presents the margin of error associated with each group.

Important results were also found in the study by place of residence, type of command, type of enlisted rating, and officer community. Appendix C presents the number of survey respondents for each of these demographic variables. This appendix can be used in conjunction with Appendix D to determine margin of error.

²Technically, some questions had to be reverse scored and, in a few instances, response options were other than agree/disagree.

Table 1
Margin of Error

Respondent Group	Number^a	Margin of Error
Enlisted		
E-2 and E-3	1,009	±3%
E-4 through E-6	2,119	±2%
E-7 through E-9	1,603	±3%
Total Sample	4,731	±3%
Officer		
Chief Warrant Officer	532	±4%
O-1 through O-3	1,183	±3%
O-4 through O-6	1,126	±3%
Total Sample	2,841	±2%
All Respondents	7,572	±1%

^aThese numbers are unweighted to provide descriptive information about the survey respondents.

Analyses

Analyses focused primarily on enlisted personnel as a group and officers as a group. To help ensure that results for these groups could be generalized to the entire Navy, separate weighting schemes were applied by paygrade. Enlisted and officer opinions were then examined statistically.³ When their opinions did not differ significantly⁴, they were combined into a single sample, their separate weighting schemes were maintained, and the entire sample was weighted so that its ratio of enlisted to officer personnel matched that of the overall Navy.⁵

³A series of SPSSX (*Statistical Package for the Social Sciences*) aggregate commands were used to determine the percentage of agree, disagree, and neither agree nor disagree responses for an opinion gauge.

⁴The general guideline for determining a significant difference in the study was twofold: (1) the difference in means for two groups needed to be significant at least at the .01 level, and (2) one mean needed to be at least .3 points larger than the other for practical significance (see Wilcove, 1994 (pp. 6-7).

Responses were also analyzed by as many as seven demographic variables.⁶ Appendix E presents demographic variables for which no significant differences in opinion were found for each opinion gauge. For example, the appendix shows that enlisted opinions did not differ on the BUPERS ACCESS system whether individuals were at sea or ashore, or located within CONUS or outside of CONUS.

Organization of Results

Results are presented first for enlisted personnel on detailing and the assignment process, QOL, organizational climate, and health issues, followed by officer results in the same areas. Enlisted and officer results are then compared to see if these two groups varied in their opinions. Lastly, results are broken out by demographics.

Figures are used to illustrate the results. Opinion gauges are ordered from the most favorable to the least favorable. Ordering is based on all opinions--favorable, unfavorable, and neutral, although only the favorable opinions are discussed at times in the text.

Enlisted Opinions of Detailing and the Assignment Process

Of those personnel using the BUPERS ACCESS computer bulletin board system, fifty-four percent expressed favorable

⁵As indicated, slightly different gauges were found at times for enlisted and officer personnel. When enlisted and officer opinions were compared to determine if they were significantly different, common questions only were used without an appreciable decrease in Chronbach alphas. This approach reduced the number of gauges from 23 to 18. This number was reduced to 17 because only one enlisted gauge was found for detailing and assignment process questions, while two were found for officers. Thus, only one, rather than two, comparisons could be made.

⁶One-way analysis of variance was used to determine if significant differences existed among demographic subgroups before executing SPSSX aggregate commands.

opinions. They reported that it gave them the information they needed, made it easier to communicate with their detailers, and reduced the number of calls they needed to make to their detailers. Nineteen percent rated the system unfavorably, and 27% did not have strong opinions one way or the other. Only 16% of enlisted survey respondents had used the BUPERS ACCESS system.

Enlisted Quality of Life

Figure 1 presents results for QOL areas examined in the survey. Fifty-three percent of enlisted personnel expressed a favorable opinion of family support programs. A minority of personnel expressed a favorable opinion of personnel support detachments (42%), and only 37% expressed a positive opinion when asked to assess the impact of living conditions on performance and retention. Forty-six percent evaluated overall QOL in a positive fashion, although this result should be interpreted with caution since it was based on agreement with only two statements: (1) In

general, I can afford the things I or my family needs, and (2) Overall, I am satisfied with my quality of life.

Enlisted Organizational Climate

Figure 2 presents results for ten opinion gauges of organizational climate. This figure helps answer the question: What do enlisted personnel think about the organizational climate in the Navy from the standpoint of the Navy's attempt to educate personnel on sexual harassment, provide an acceptable fraternization policy, conduct command events in an appropriate fashion, and so forth. Viewed in this context, it was found that 88% of enlisted personnel expressed favorable opinions of sexual harassment training. A majority of individuals voiced favorable opinions of the Navy's fraternization policy, the propriety with which command events were conducted (initiations, hail and farewells, etc.), the availability of equal opportunities for both sexes and all races, and job satisfaction. A minority of individuals endorsed the extent to

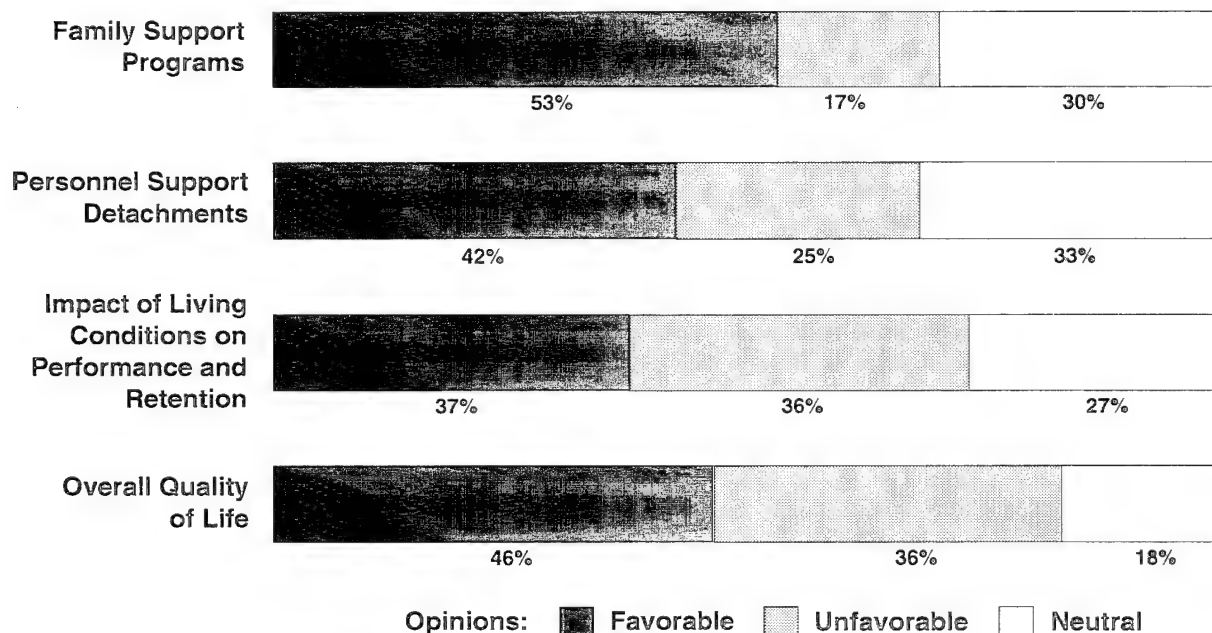
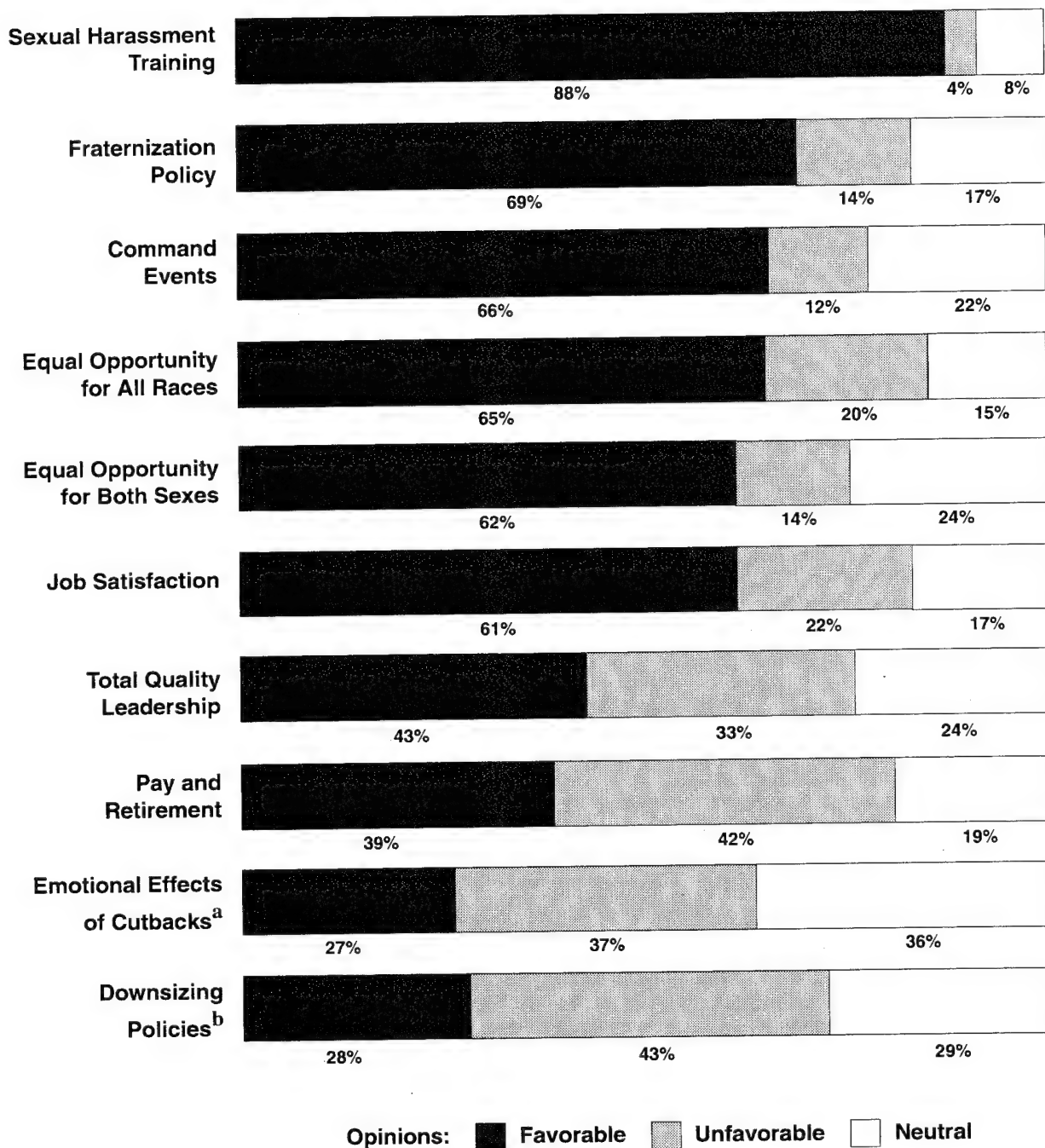


Figure 1. Enlisted quality of life.



^a"Favorable" here means individuals did not believe cutbacks had a negative impact on them. However, it cannot be inferred that they thought cutbacks had a positive impact on them.

^bIn this context, "Favorable" means individuals did not believe downsizing policies had a negative impact on the Navy.

Figure 2. Enlisted organizational climate.

which Total Quality Leadership practices and principles were being followed.

Unfavorable opinions were the most common response in the last three areas. Forty-two percent stated that their current pay and their expected retirement benefits did not increase their desire to remain in the Navy. Thirty-seven percent revealed that economic cutbacks had affected them in a negative way emotionally. Forty-three percent believed that downsizing and cutbacks had adversely affected the Navy. A surprisingly large number of individuals did *not* believe that cutbacks had affected them or the Navy adversely, or were neutral in their opinions.

Enlisted Health Issues

Fifty-five percent of personnel rated the Navy's drug and alcohol program policies in a favorable fashion, believing, for example, that the random urinalysis program was effective, and that the Navy's alcohol use/abuse policies were applied fairly across all paygrades. Twenty-four percent expressed negative opinions, and 21% were on the fence (neither favorable nor unfavorable).

Fifty-six percent of personnel expressed favorable opinions of health promotion programs, indicating, for example, that they had access to enough nutritional information to make healthy food choices, and that they knew where to get help for someone they believed was suicidal. Twenty-eight percent voiced unfavorable opinions, and 16% adopted a "middle of the road" position.

Officer Opinions on Detailing and the Assignment Process

Officers who used the BUPERS ACCESS computer bulletin board system expressed varied opinions. Forty percent rated it in a positive fashion, 27% gave it low marks, and 33% gave it a mixed review. Only 14% indicated that they had used this system.

Seventy-one percent of officers rated interactions with their detailers in a positive fashion, after considering their experiences with the preference card, telephone calls, and attendance at detailer field trips. Sixteen percent were disappointed by their interactions and 13% were ambivalent.

Officer Quality of Life

Fifty-nine percent of officers were satisfied with family support services they had received, while 53% indicated that living conditions had a beneficial effect on their performance and retention plans (Figure 3). Fifty-two percent had a favorable reaction to the treatment they had received from personnel support detachments. Seventy-seven percent were satisfied with overall QOL in the Navy, although only two questions were included in the survey on this topic.

Note that officer evaluations of overall QOL were more favorable than their evaluations of specific issues, such as living conditions. This discrepancy indicates that not all important QOL issues were measured, either because relevant questions were not included in the survey or they could not be formed into opinion gauges.

Officer Organizational Climate

Figure 4 presents the results for ten opinion gauges of organizational climate. Sexual harassment training received the highest ratings, followed by equal opportunity for all races, and the manner in which command events were conducted. A majority of individuals reacted positively on 8 of the 10 organizational climate topics addressed in the survey.

Only 34% indicated that economic cutbacks had affected them adversely at an emotional level, but 53% believed that cutbacks and downsizing had adversely affected the Navy.

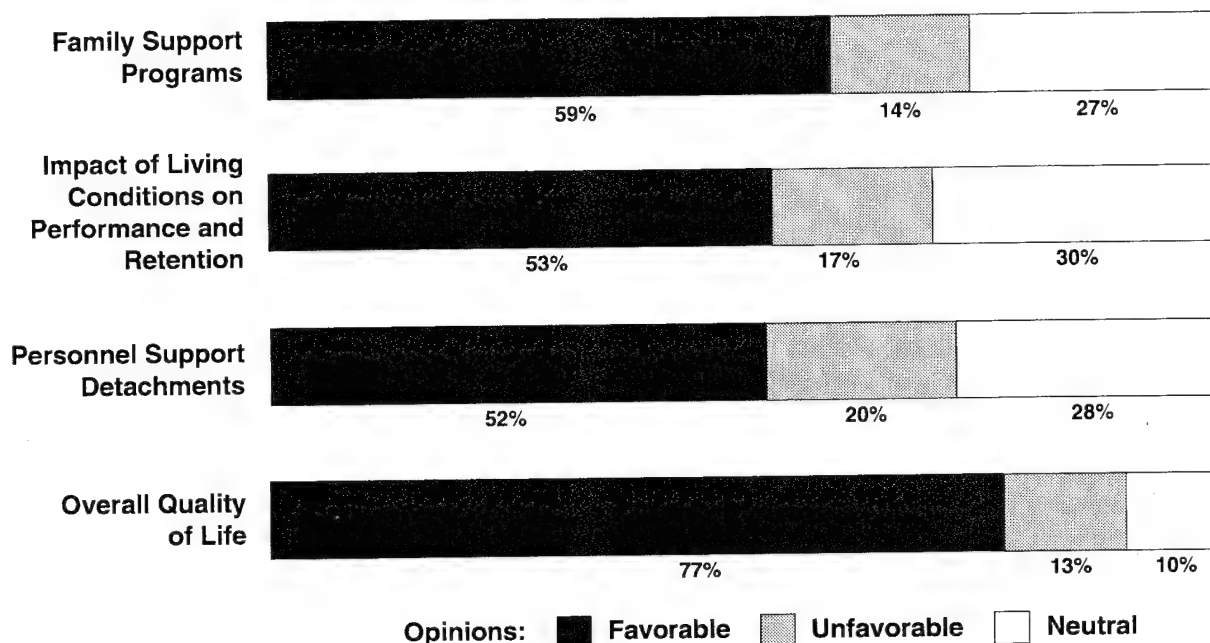


Figure 3. Officer quality of life.

Officer Health Issues

Sixty-five percent of officers rated the Navy's drug and alcohol program policies in a favorable fashion, believing, for example, that the random urinalysis program was effective, and that the Navy's alcohol use/abuse policies were applied fairly across all paygrades. Thirteen percent expressed negative opinions, and 22% were on the fence (neither favorable nor unfavorable).

Sixty-seven percent of personnel expressed favorable opinions of health promotion programs, indicating, for example, that they had access to enough nutritional information to make healthy food choices, and that they knew where to get help for someone they believed was suicidal. Nineteen percent voiced unfavorable opinions, and 14% adopted a "middle of the road" stance.

Enlisted-Officer Comparisons

Enlisted and officer opinions were analyzed to determine if they differed

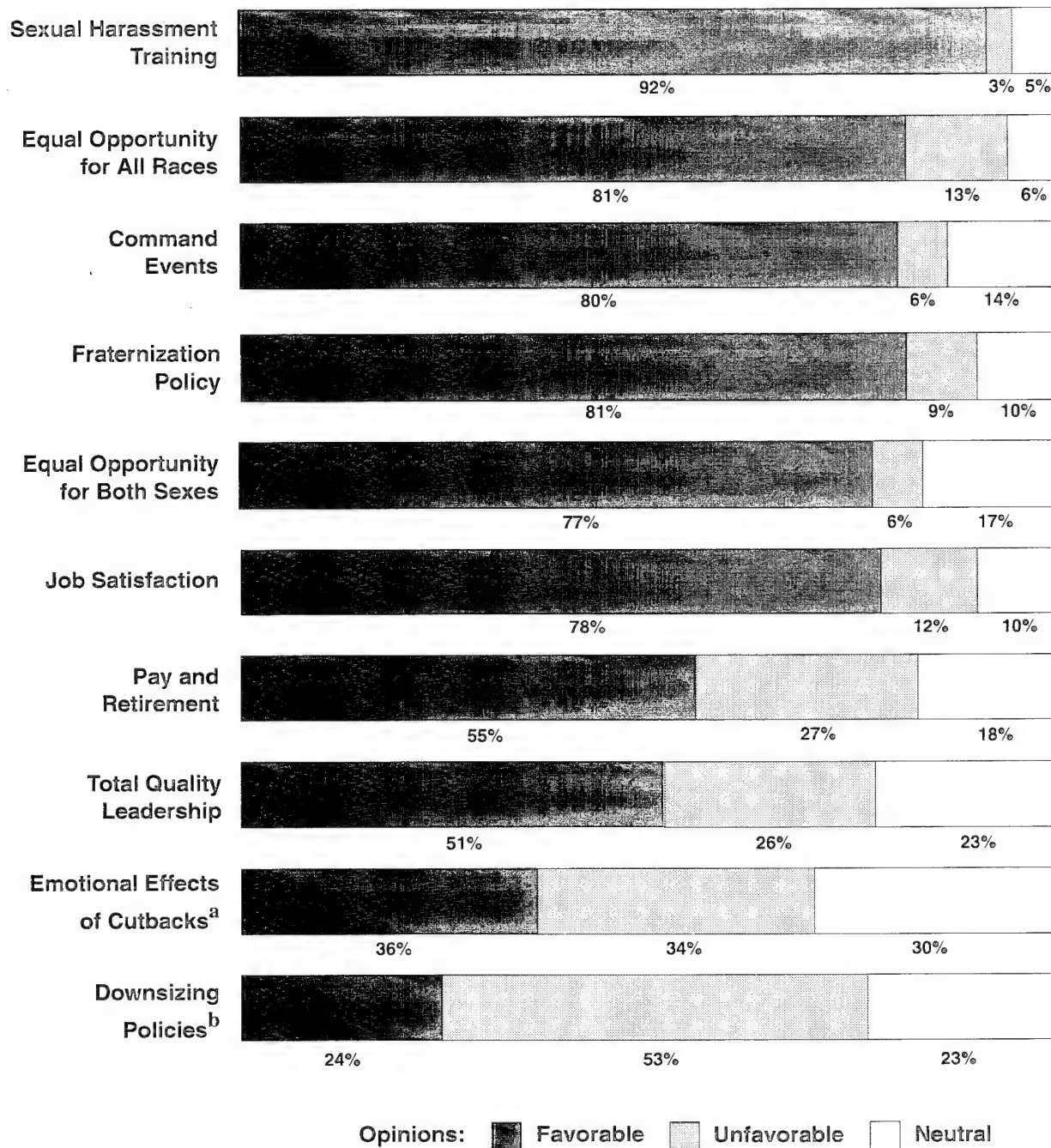
significantly. It was found that enlisted and officer opinions differed on 12 topics:

Enlisted personnel were more favorable than officers on two topics:

- The effectiveness of the BUPERS ACCESS system (detailing and assignment process).
- Downsizing policies (organizational climate).

Officers were more favorable than enlisted personnel on 10 topics:

- The impact of living conditions on performance and retention plans (QOL).
- Personnel support detachments (QOL).
- Overall QOL.
- The Navy's fraternization policy (organizational climate).
- Equal opportunities for all races (organizational climate).



^a“Favorable” here means individuals did not believe cutbacks had a negative impact on them. However, it cannot be inferred that they thought cutbacks had a positive impact on them.

^bIn this context, “Favorable” means individuals did not believe downsizing policies had a negative impact on the Navy.

Figure 4. Officer organizational climate.

- Equal opportunities for both sexes (organizational climate).
- Job satisfaction (organizational climate).
- The impact of current pay and retirement benefits on desire to remain in the Navy (organizational climate).
- Drug and alcohol program policies (health issues).
- Health promotion programs (health issues).

The finding that officers viewed equal opportunities for all races in a more favorable fashion than enlisted personnel was also found when analyses were conducted separately for Whites and all other races.

The finding that officers viewed equal opportunities for both sexes in a more favorable fashion than enlisted personnel was also found when analyses were conducted separately for males, but was not found for females. Seventy-nine percent of male officers expressed favorable opinions as compared with 62% of male enlisted personnel.

Enlisted and officer personnel held the same basic opinions on five topics:

- Family support programs (QOL).
- Total Quality Leadership (organizational climate).
- Impact emotionally of economic cutbacks and downsizing (organizational climate).
- Sexual harassment training (organizational climate).
- Command events (organizational climate).

Since enlisted and officer opinions were the same on five topics, analyses were conducted to determine how personnel in general

responded to the survey. Table 2 presents results.

Table 2

Total Sample Results in Areas Where Enlisted and Officer Personnel Shared the Same Opinions

Area	Opinions		
	Favorable	Unfavorable	Neutral
Quality of Life			
-Family support programs	54%	17%	29%
Organizational Climate			
-Sexual harassment training	89%	4%	7%
-Command events	68%	11%	21%
-Total Quality Leadership	44%	24%	32%
-Emotional effects of cutbacks	28% ^a	36%	36%

Note. The percents in this table cannot be inferred from Figures 1 through 4 due to statistical considerations related to weighting.

^aThis percent refers to the number of individuals who indicated that they were not adversely affected by economic cutbacks and downsizing.

Demographic Differences in Opinion

Most of the demographic differences in opinion were found for enlisted personnel.

Quality of Life

Figure 5 shows that enlisted personnel in military family housing and civilian residences believed, more than those aboard ship or in bachelor quarters, that **living conditions** favorably impacted their performance and retention decisions. For example, 45% of those living in military family housing cited the positive impact of their living conditions, while

the corresponding result for ship residents was only 16%.⁷

As paygrade increased, a greater percentage of enlisted personnel cited the positive impact of living conditions on their performance and retention plans--specifically, 25% of E-2s and E-3s, 38% of E-4s through E-6s, and 52% of E-7s through E-9s (see Appendix F, Figure F-1).

Perceptions of overall QOL also became more favorable as paygrade increased. As shown in Figure 6, 38% of E-2s and E-3s, 46% of E-4s through E-6s, and 62% of E-7s through E-9s viewed QOL in the Navy in a favorable fashion.

Organizational Climate

Enlisted differences in opinion were found by command type regarding the extent to which TOL principles and practices were being

⁷The number of enlisted respondents varied from 516 on ships to 2,691 in civilian residences (Appendix C), meaning that the margin of error should vary at most from ± 4 points to ± 2 points (Appendix D).

followed (Figure 7). Only at training commands did a majority of individuals (51%) commend the TQL practices of their superiors. Besides training commands, the most favorable opinions were offered by individuals at shore or staff commands, aviation squadrons deployed to shore, and aviation squadrons deployed to ships. Significantly fewer individuals offered favorable opinions from destroyers, submarines, amphibious ships, and cruisers.⁸

Job satisfaction varied by type of enlisted rating. Figure 8 presents results for ratings with the highest opinions (medical-dental and administrative-media) and those with the lowest opinions (nuclear programs, cryptology/intelligence/foreign language, and surface combat systems).⁹ Favorable opinions ranged from 80% of personnel to 54%.¹⁰

⁸The number of enlisted respondents at these commands varied from 194 for cruisers to 1,982 at shore or staff commands (see Appendix C), meaning that the margin of error for the percentages presented in Figure 7 should vary at most from ± 7 points to ± 2 points (Appendix D).

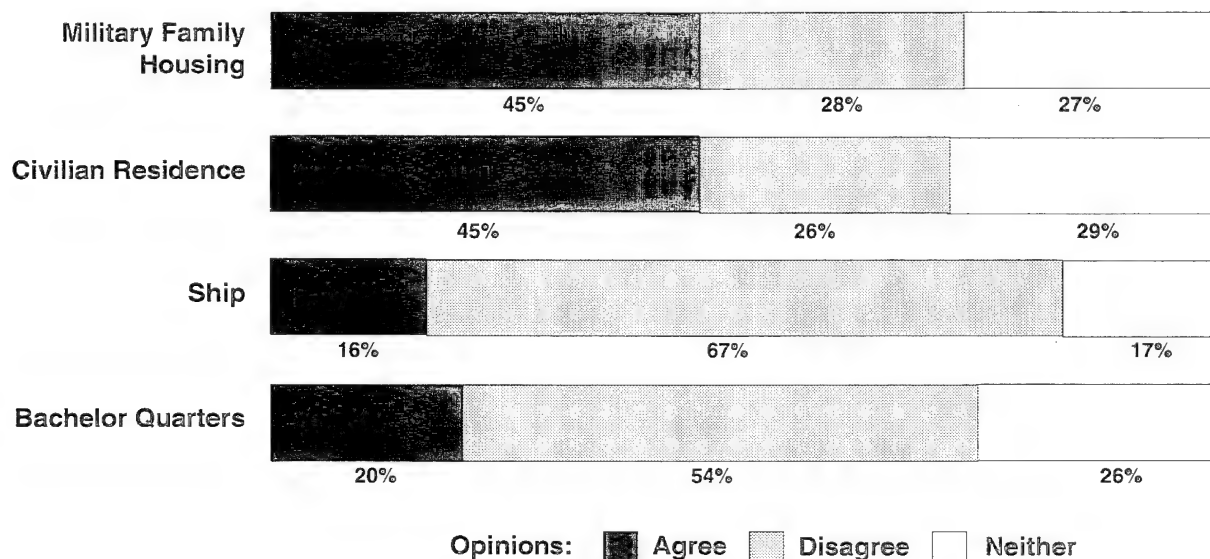


Figure 5. Living conditions have had a beneficial effect on performance and retention: Enlisted opinions by type of residence.

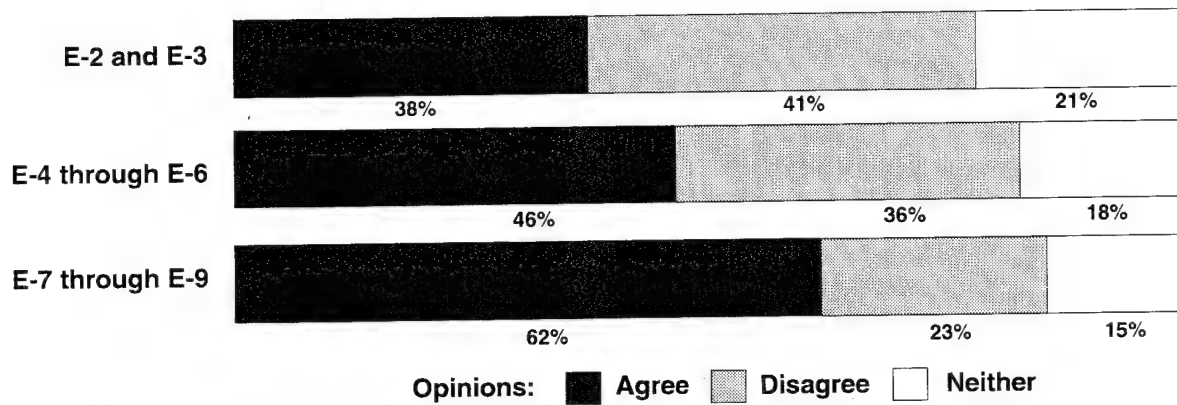
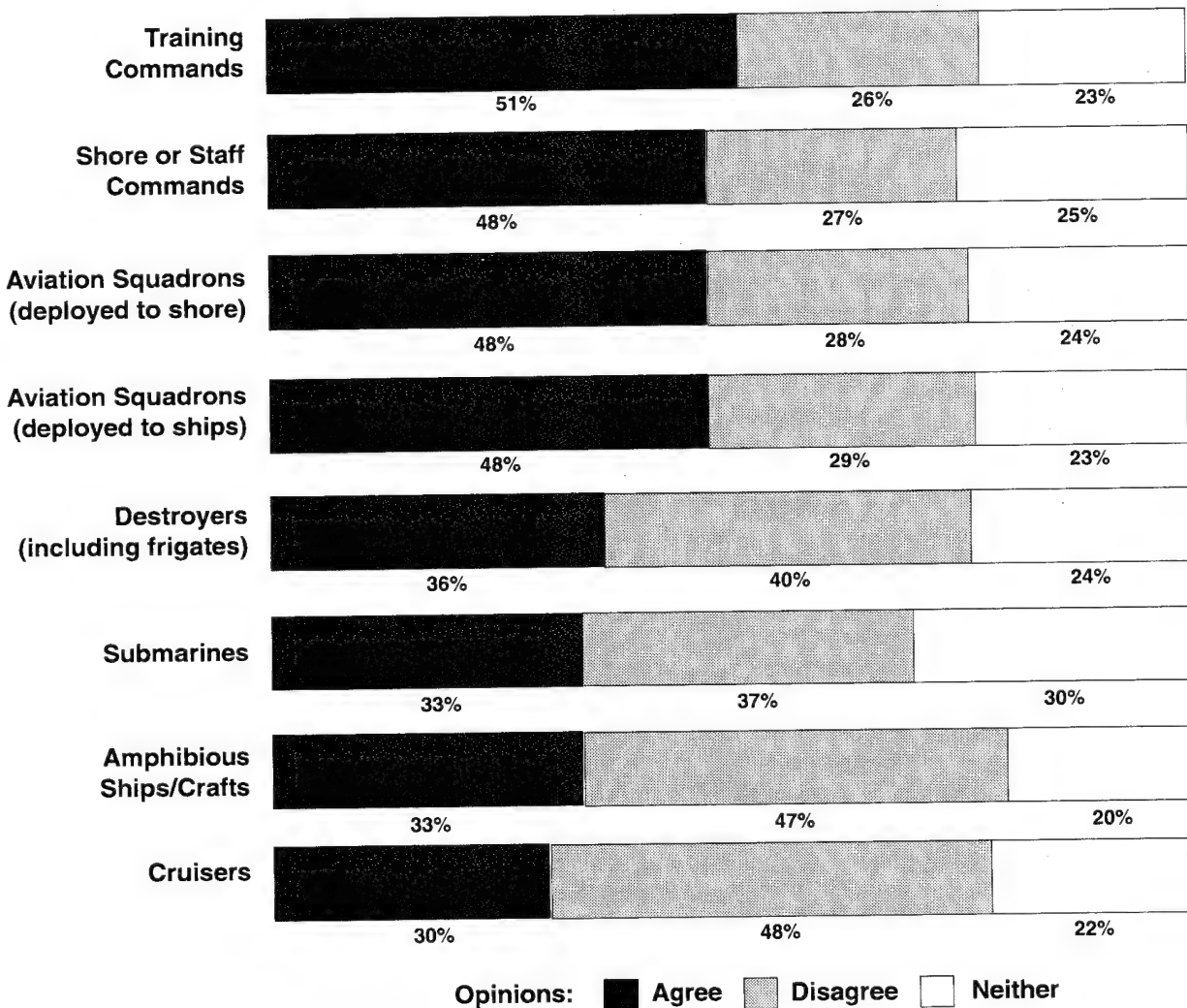


Figure 6. Overall quality of life in the Navy: Enlisted opinions by paygrade.



Note. Only commands with the most favorable and least favorable opinions are presented in the chart.

Figure 7. Total Quality Leadership practices and principles are followed: Enlisted opinions by command types.

The more senior the enlisted paygrade, the stronger the opinion that **downsizing** was negatively impacting the Navy. Specifically, 37% of E-2s and E-3s, 43% of E-4s through E-6s, and 54% of E-7s through E-9s offered negative opinions (Figure 9).

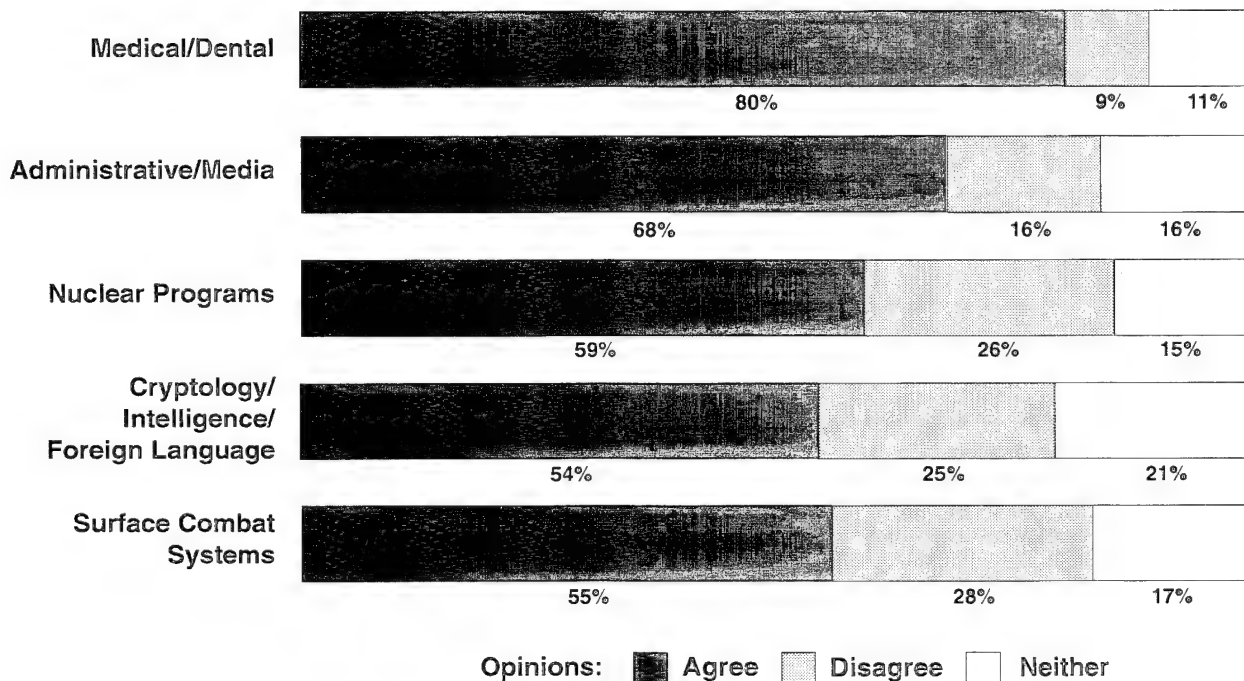
Enlisted opinions regarding downsizing also varied by type of rating. Specifically, 50%

⁹Rating categories of the Enlisted Community Management Branch (PERS-221) were used in the study.

¹⁰The number of enlisted respondents by type of rating varied from 129 for cryptology/intelligence/foreign language to 522 for nuclear programs (Appendix C), meaning that the margin of error for the percentages presented in Figure 8 should vary at most from ± 9 points to ± 4 points (Appendix D).

of personnel in aviation mechanical ratings viewed such actions as detrimental to the Navy, while only 41% of those in surface hull/electrical ratings, 39% in nuclear program ratings, and 38% in cryptology/intelligence/foreign language ratings viewed downsizing in a negative fashion (Figure F-2).

Results suggested that some *officer* communities, more than others, believed that the Navy's downsizing policies were adversely affecting the Navy. Specifically, 73% of naval flight officers completing the survey perceived an adverse effect. In contrast, only 46% of surface warfare officer trainees, 44% of Medical Service Corps personnel, 40% of those in the Nurse Corps, and 39% of Medical Corps personnel viewed downsizing policies in a negative fashion (Figure F-3).¹¹



Note. Only ratings with the most favorable and least favorable opinions are presented in the chart.

Figure 8. Enlisted job satisfaction by type of rating.

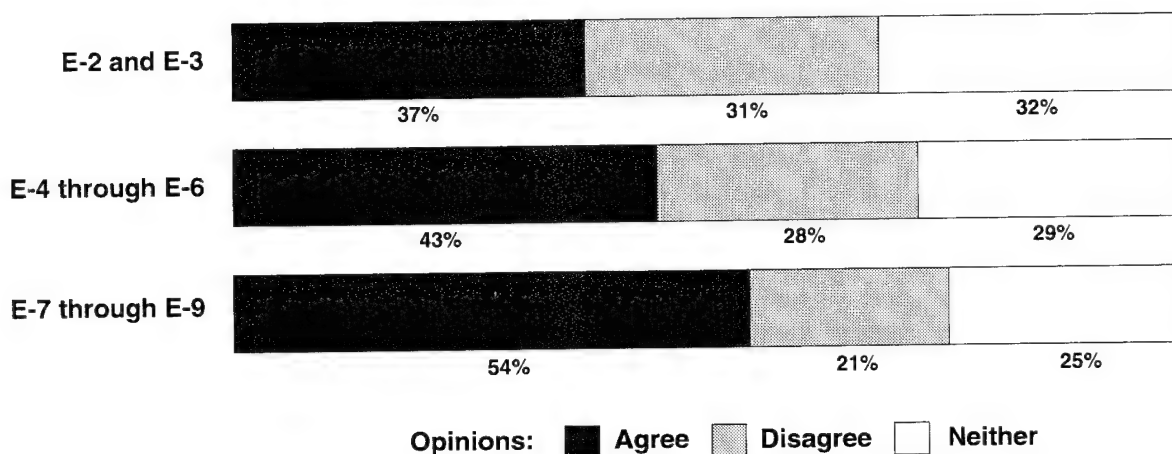


Figure 9. Downsizing is negatively impacting the Navy: Enlisted opinions by paygrade.

Female officers (especially 0-1s through 0-3s) were not as convinced as their male counterparts that the Navy's equal opportunity policies were effective. Sixty-six percent of females, as opposed to 79 percent of males, evaluated such policies in a favorable fashion.

Sixty-eight percent of enlisted White personnel believed that equal opportunities existed for all races, while only 55% of all other races expressed this opinion. The corresponding percentages for officers were 83% (Whites) and 72% (other races).¹²

E-7s through E-9s believed, more than paygrades below them, that all races were receiving equal treatment in the Navy (Figure 10). The same results by paygrade were found for Whites, Blacks, and other races.

¹¹The number of officer respondents by community varied from 130, who were in the Medical Corps, to 157 naval flight officers (Appendix C), meaning that the margin of error should vary at most from ± 9 points to ± 8 points (Appendix D). Because of the size of the error, results should only be viewed as suggestive and need to be confirmed with larger sample sizes.

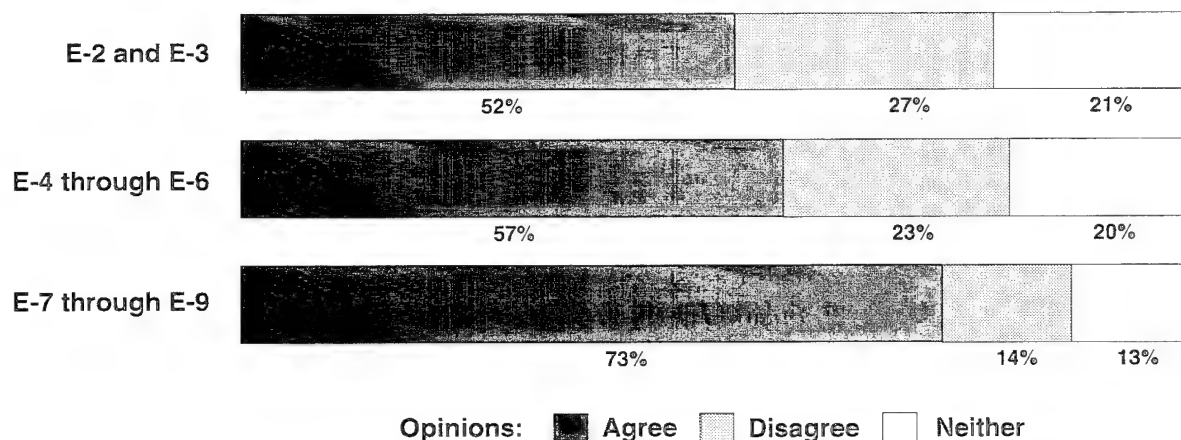
¹²Special weights were computed for nonwhite enlisted and officer personnel by paygrade to help ensure that their responses were representative of all nonwhite personnel in the Navy.

E-7s through E-9s were also more favorable than other enlisted paygrades when asked about the Navy's fraternization policy, command events, drug and alcohol program policies, and health issues (Figures F-4 through F-7).

Conclusions

1. Results tentatively suggest that the overall quality of life for enlisted personnel needs to be improved. Although an increase in pay and a stabilization of, or increase in, retirement benefits would be the most direct approach to this problem, improved living conditions would also be a worthwhile contribution.

2. Individuals varied in their opinions about whether living conditions favorably impacted their performance and retention plans. Results are hard to interpret. For example, individuals may have felt that living conditions were excellent, but that performance and retention plans depend on other factors. Or, they may have felt that living conditions were poor and thus did not favorably affect their performance and retention plans. In either case, results would indicate that living conditions failed to have a favorable impact. Thus,



Note. Racial breakouts yielded the same results; i.e., E-7s through E-9s expressed more positive opinions than other enlisted paygrades.

Figure 10. Personnel of all races receive equal opportunities in the Navy: Enlisted opinions by paygrade.

future NPSs should include questions that permit clearer interpretation of results.

3. Although a vast majority of individuals reported that they understood what the Navy was trying to convey in its sexual harassment training, additional evidence is needed to determine if their opinions represent the true state of affairs. For example, personnel may state that they understand the complaint/grievance procedures available to report an incident of sexual harassment. However, how would they score if they were given a written test on them?

4. Although less than half of all survey respondents indicated that TQL principles were being implemented, results appear to be consistent with the length of time Navy units have been working on TQL application. In addition, there is no requirement that any command apply TQL principles and practices, and the Fleet unit implementation emphasis is relatively recent.

5. The relatively small number of individuals indicating that downsizing policies had adversely affected them emotionally could represent a conflict that needs to be addressed. It may be that chaplains and family service center counselors can help individuals in small

group settings to acknowledge, accept, and cope with their feelings of discouragement and uncertainty.

6. The findings that naval flight officers (NFOs), in particular, believed that downsizing was adversely affecting the Navy would seem to reflect the impact that downsizing has had on them as a community. That is, NFOs have been adversely affected by the Navy's increased emphasis on the F/A-18 and the Navy's predilection to eliminate NFO billets at senior levels to a greater extent than pilot billets.

7. The question arises as to why appreciably more senior enlisted personnel (E-7s through E-9s) than junior enlisted personnel (E-2s and E-3s) believed that equal opportunities for all races exist in the Navy. If funds are available, follow-up interviews or a special survey should be conducted to help answer this question.

8. Since a fairly large minority of enlisted personnel expressed unfavorable opinions regarding the effectiveness of health promotion programs, efforts should be intensified to disseminate information, make treatment programs readily available, and ensure that commands encourage participation.

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Appendix A
1993 Navy-wide Personnel Survey

Navy-wide

Personnel

Survey 1993



Chief of Naval Personnel Washington, D.C. 20370-5000

PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301, and Department of Navy Regulations, Executive Order 9396. License to administer this survey is granted under OPNAV Report Control Symbol 1000-17, which expires on 31 January 1994.

The purpose of this questionnaire is to collect data to evaluate existing and proposed Navy personnel policies, procedures, and programs.

The information provided in this questionnaire will be analyzed by the Navy Personnel Research and Development Center. The data files will be maintained by the Navy Personnel Survey System at the Navy Personnel Research and Development Center, where they may be used to determine changing trends in the Navy.

All responses will be held in confidence by the Navy Personnel Research and Development Center. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual. Personal identifiers will be used to conduct follow-on research.

Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes.

You will be given the opportunity to make written comments after each major section of the survey, as well as general comments at the end of the survey.

If you have any questions, you may contact:

**Mary Quenette
(619) 553-9233 or DSN 553-9233**

Please complete the survey within the next 5 days. When you have completed it, return it in the enclosed pre-addressed envelope to:

**Navy Personnel Research and Development Center
Survey Operations Center
Code 163 (MQ)
53335 Ryne Road
San Diego, CA 92152-7250**

THANK YOU FOR YOUR TIME AND EFFORT!

You have been randomly selected by computer to take part in this survey. Your participation is voluntary. Please take the time to give careful, frank answers. It should take about thirty minutes to complete the survey.

IMPORTANT INSTRUCTIONS

- * USE NO. 2 PENCIL ONLY.
- * Do NOT use ink, ballpoint or felt tip pens.
- * Erase cleanly and completely any changes you make.
- * Make black marks that fill the circle.
- * Do not make stray marks on the form.



CORRECT MARK: 
 INCORRECT MARK:    

For questions that look like the following, print the required information in the boxes provided. Then blacken the corresponding circles under the numbers or letters you printed.

EXAMPLE

1. How long have you been on active duty in the Navy?

Years		Months	
0	9	0	1
<input checked="" type="radio"/> 0	<input type="radio"/> 1	<input checked="" type="radio"/> 0	<input type="radio"/> 1
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 1	<input checked="" type="radio"/> 2
<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 3
<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 4
<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 5
<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 5	<input type="radio"/> 6
<input type="radio"/> 6	<input type="radio"/> 7	<input type="radio"/> 6	<input type="radio"/> 7
<input type="radio"/> 7	<input type="radio"/> 8	<input type="radio"/> 7	<input type="radio"/> 8
<input type="radio"/> 8	<input type="radio"/> 9	<input type="radio"/> 8	<input type="radio"/> 9
<input type="radio"/> 9	<input checked="" type="radio"/> 0	<input type="radio"/> 9	<input type="radio"/> 0

For questions that look like the next two examples, blacken the circle corresponding to the answer you selected.

EXAMPLE

2. What is your current marital status?

- ☐ Never been married
☐ Married
☒ Separated/divorced
☐ Widowed

3. How much do you AGREE or DISAGREE with the following statements?

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Does Not Apply/Don't Know
a. I think that recruiting duty is good duty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

BACKGROUND

PERSONAL

1. When did you RECEIVE this survey?

Day		Month	
0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

2. What is your gender?

- ☐ Male
☐ Female

The answers for Questions 3 and 4 are based on the standard DoD race and ethnic categories. If you are of mixed heritage, please select the racial and ethnic group with which you MOST closely identify.

3. What is your racial background?

- ☐ White
☐ Black/African American
☐ Asian
☐ American Indian
☐ Other

4. What is your ethnic background?

- ☐ Mexican, Chicano, Mexican-American
☐ Puerto Rican
☐ Cuban
☐ Other Spanish/Hispanic
☐ Japanese
☐ Chinese
☐ Korean
☐ Vietnamese
☐ Asian Indian
☐ Filipino
☐ Pacific Islander (Guamanian, Samoan, etc.)
☐ Eskimo/Aleut
☐ Other not listed above _____
☐ None of the above

5. What is your religious preference?

- ☐ Catholic
☐ Protestant (Baptist, Methodist, Lutheran, etc.)
☐ Jewish
☐ Orthodox churches (Greek, Russian, etc.)
☐ Muslim
☐ Buddhist
☐ Mormon
☐ Other religion not listed _____
☐ No religious preference

6. What is your highest level of education?

- ☐ Less than high school
☐ Alternate degree/GED/home study/adult school
☐ High school degree graduate
☐ Some college, no degree
☐ Associate degree or other 2 year degree
☐ Bachelor's degree
☐ Master's degree
☐ Doctorate or professional degree

7. Marital status:

a. Marital status when you first entered the Navy:

- ☐ Married for the first time
☐ Remarried, was divorced
☐ Remarried, was widowed
☐ Legally separated or filing for divorce
☐ Divorced
☐ Single and never married
☐ Widowed

b. Your current marital status:

- ☐ Married for the first time
☐ Remarried, was divorced
☐ Remarried, was widowed
☐ Legally separated or filing for divorce
☐ Divorced
☐ Single and never married
☐ Widowed

If you have NO SPOUSE or if you have a NONMILITARY spouse, fill in the circle and skip to Question 9. ☐

8. If you have a MILITARY spouse, do either you or your spouse have any dependents?

(Dependents are defined as persons enrolled in DEERS.)

(SELECT AS MANY AS APPLY.)

- ☐ No, neither of us has any dependents enrolled in DEERS
☐ Dependent child(ren) living with one or both of us
☐ Dependent child(ren) not living with either or both of us
☐ Dependent child(ren) living part-time with one or both of us (i.e., joint custody with ex-spouse)
☐ Legal ward(s) living with one or both of us
☐ Dependent parent(s) or other relative(s)

If you have a **MILITARY** spouse, fill in the circle and skip to Question 10. ☐

9. Do you have any dependents?
(Dependents are defined as persons enrolled in DEERS.)

(SELECT AS MANY AS APPLY.)

- ☐ No, I have no dependents enrolled in DEERS
- ☐ Spouse (nonmilitary)
- ☐ Dependent child(ren) living with me
- ☐ Dependent child(ren) not living with me
- ☐ Dependent child(ren) living part-time with me (i.e., joint custody with ex-spouse)
- ☐ Legal ward(s) living with me
- ☐ Dependent parent(s) or other relative(s)

If you have **NO** spouse, fill in the circle and skip to Question 13. ☐

10. Is your spouse employed full- or part- time?
(Count military reserve status as part-time employment.)

- ☐ Does not apply/my spouse is not employed
- ☐ Full-time
- ☐ Part-time

11. What is your spouse's employment situation?

- ☐ Military
- ☐ Civil Service
- ☐ Civilian job
- ☐ Self-employed
- ☐ Not employed by choice
- ☐ Not employed, but actively job hunting
- ☐ Not employed for other reasons (e.g., medical reasons)

12. My spouse's contribution to our family income, relative to my contribution (excluding children's income) is:

- ☐ None, my spouse is not employed
- ☐ Half or less than half of my contribution
- ☐ About three-fourths of my contribution
- ☐ About equal to my contribution
- ☐ Greater than my contribution

13. How many of your children enrolled in DEERS under the age of 21 live in your household?
[If you have dependent children living with you part-time, (i.e., joint custody with ex-spouse) answer this question based on the times you have children living WITH you.]

- ☐ I have NO children/NO children under 21 years of age living in my household

AGE GROUP OF CHILDREN	NUMBER OF CHILDREN IN AGE GROUP				
a. Under 6 weeks	(1)	(2)	(3)	(4)	(5)
b. 6 wks through 12 mos	(1)	(2)	(3)	(4)	(5)
c. 13 through 24 mos	(1)	(2)	(3)	(4)	(5)
d. 25 through 35 mos	(1)	(2)	(3)	(4)	(5)
e. 3 through 5 yrs	(1)	(2)	(3)	(4)	(5)
f. 6 through 9 yrs	(1)	(2)	(3)	(4)	(5)
g. 10 through 12 yrs	(1)	(2)	(3)	(4)	(5)
h. 13 through 15 yrs	(1)	(2)	(3)	(4)	(5)
i. 16 yrs to under 21 yrs	(1)	(2)	(3)	(4)	(5)

14. Are you accompanied by your dependents on your present assignment?

- ☐ Does not apply/no dependents
- ☐ Accompanied
- ☐ Temporarily unaccompanied (Dependents will join me later)
- ☐ Permanently unaccompanied because it was required for the billet
- ☐ Permanently unaccompanied because dependents were not command sponsored (overseas tour)
- ☐ Permanently unaccompanied by choice

If you selected any of these responses to Question 14, skip to Question 16.

Answer Question 15 only if you are **PERMANENTLY UNACCOMPANIED BY CHOICE** (selected the last answer to Question 14). Otherwise skip to Question 16.

15. Which reasons **BEST** describe why you are permanently unaccompanied by your dependents?

(YOU MAY SELECT UP TO 3 RESPONSES.)

- ☐ Spouse employment
- ☐ Home ownership
- ☐ Availability of military family housing
- ☐ Availability of civilian housing
- ☐ Cost of civilian housing
- ☐ Children's schools
- ☐ Ties to the community
- ☐ Dependents prefer to remain in another location
- ☐ Costs associated with moving
- ☐ Work schedule of member
- ☐ Availability of health care and education services for special needs
- ☐ Availability of activities/facilities for family members/child care
- ☐ Inadequate time to make moving arrangements
- ☐ Length of new duty assignment
- ☐ Personal reasons
- ☐ Other _____

16. Which **BEST** describes the place where you now live?

- ☐ Military family housing
- ☐ Government-leased housing in the civilian community
- ☐ Personally-owned housing in the civilian community
- ☐ Shared rental housing in the civilian community
- ☐ Personally-rented housing in the civilian community
- ☐ Personally-rented space to park mobile home owned by service member
- ☐ On a ship
- ☐ Bachelor's Quarters (BQ)
- ☐ Other (Please describe) _____

CAREER

17. What is your current military status?

- ☐ USN
- ☐ USNR
- ☐ USNR (TAR)
- ☐ USNR (265/TEMAC/Canvasser Recruiter/ACDUTRA)

18. How long have you been on active duty in the Navy? (Count the time from the day you were sworn in.)

Years		Months	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

If you are an officer, fill in the circle and skip to Question 21. ☐

19. How long is/was your initial enlistment? (Do **NOT** count extensions to first enlistment.)

- ☐ 2 years
- ☐ 3 years
- ☐ 4 years
- ☐ 5 years
- ☐ 6 years or more

20. Are you serving your initial enlistment? (Count **EXTENSIONS TO FIRST ENLISTMENT ONLY** as part of initial enlistment.)

- ☐ Yes
- ☐ No

21. What is your paygrade?

- | | | |
|---------------------------|----------------------------|------------------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> W-1 | <input type="radio"/> O-1 |
| <input type="radio"/> E-2 | <input type="radio"/> W-2 | <input type="radio"/> O-2 |
| <input type="radio"/> E-3 | <input type="radio"/> W-3 | <input type="radio"/> O-3 |
| <input type="radio"/> E-4 | <input type="radio"/> W-4 | <input type="radio"/> O-4 |
| <input type="radio"/> E-5 | <input type="radio"/> W-5 | <input type="radio"/> O-5 |
| <input type="radio"/> E-6 | | <input type="radio"/> O-6 |
| <input type="radio"/> E-7 | <input type="radio"/> O-1E | <input type="radio"/> O-7 or above |
| <input type="radio"/> E-8 | <input type="radio"/> O-2E | |
| <input type="radio"/> E-9 | <input type="radio"/> O-3E | |

22. How long have you been in your current paygrade?

Years		Months	
<input type="radio"/> 0	<input type="radio"/> 0	<input type="radio"/> 0	<input type="radio"/> 0
<input type="radio"/> 1	<input type="radio"/> 1	<input type="radio"/> 1	<input type="radio"/> 1
	<input type="radio"/> 2		<input type="radio"/> 2
	<input type="radio"/> 3		<input type="radio"/> 3
	<input type="radio"/> 4		<input type="radio"/> 4
	<input type="radio"/> 5		<input type="radio"/> 5
	<input type="radio"/> 6		<input type="radio"/> 6
	<input type="radio"/> 7		<input type="radio"/> 7
	<input type="radio"/> 8		<input type="radio"/> 8
	<input type="radio"/> 9		<input type="radio"/> 9

23. What is your designator?

- ☐ Does not apply/I am enlisted

<input type="radio"/> 0	<input type="radio"/> 0	<input type="radio"/> 0	<input type="radio"/> 0
<input type="radio"/> 1	<input type="radio"/> 1	<input type="radio"/> 1	<input type="radio"/> 1
<input type="radio"/> 2	<input type="radio"/> 2	<input type="radio"/> 2	<input type="radio"/> 2
<input type="radio"/> 3	<input type="radio"/> 3	<input type="radio"/> 3	<input type="radio"/> 3
<input type="radio"/> 4	<input type="radio"/> 4	<input type="radio"/> 4	<input type="radio"/> 4
<input type="radio"/> 5	<input type="radio"/> 5	<input type="radio"/> 5	<input type="radio"/> 5
<input type="radio"/> 6	<input type="radio"/> 6	<input type="radio"/> 6	<input type="radio"/> 6
<input type="radio"/> 7	<input type="radio"/> 7	<input type="radio"/> 7	<input type="radio"/> 7
<input type="radio"/> 8	<input type="radio"/> 8	<input type="radio"/> 8	<input type="radio"/> 8
<input type="radio"/> 9	<input type="radio"/> 9	<input type="radio"/> 9	<input type="radio"/> 9

24. If you are a Chief Petty Officer, Petty Officer, or an officially DESIGNATED STRIKER (qualified to wear the striker rating badge), what is your general rating?

- ☐ Does not apply/I am an officer
☐ Not rated/not designated striker

<input type="radio"/> A	<input type="radio"/> A	<input type="radio"/> A
<input type="radio"/> B	<input type="radio"/> B	<input type="radio"/> B
<input type="radio"/> C	<input type="radio"/> C	<input type="radio"/> C
<input type="radio"/> D	<input type="radio"/> D	<input type="radio"/> D
<input type="radio"/> E	<input type="radio"/> E	<input type="radio"/> E
<input type="radio"/> F	<input type="radio"/> F	<input type="radio"/> F
<input type="radio"/> G	<input type="radio"/> G	<input type="radio"/> G
<input type="radio"/> H	<input type="radio"/> H	<input type="radio"/> H
<input type="radio"/> I	<input type="radio"/> I	<input type="radio"/> I
<input type="radio"/> J	<input type="radio"/> J	<input type="radio"/> J
<input type="radio"/> K	<input type="radio"/> K	<input type="radio"/> K
<input type="radio"/> L	<input type="radio"/> L	<input type="radio"/> L
<input type="radio"/> M	<input type="radio"/> M	<input type="radio"/> M
<input type="radio"/> N	<input type="radio"/> N	<input type="radio"/> N
<input type="radio"/> O	<input type="radio"/> O	<input type="radio"/> O
<input type="radio"/> P	<input type="radio"/> P	<input type="radio"/> P
<input type="radio"/> Q	<input type="radio"/> Q	<input type="radio"/> Q
<input type="radio"/> R	<input type="radio"/> R	<input type="radio"/> R
<input type="radio"/> S	<input type="radio"/> S	<input type="radio"/> S
<input type="radio"/> T	<input type="radio"/> T	<input type="radio"/> T
<input type="radio"/> U	<input type="radio"/> U	<input type="radio"/> U
<input type="radio"/> V	<input type="radio"/> V	<input type="radio"/> V
<input type="radio"/> W	<input type="radio"/> W	<input type="radio"/> W
<input type="radio"/> X	<input type="radio"/> X	<input type="radio"/> X
<input type="radio"/> Y	<input type="radio"/> Y	<input type="radio"/> Y
<input type="radio"/> Z	<input type="radio"/> Z	<input type="radio"/> Z

25. To what type of ship/activity are you currently assigned?

(YOU MAY CHOOSE MORE THAN 1.)

- ☐ Shore or Staff Command
☐ Training Command
☐ Aviation Squadron (deployed to ships)
☐ Aviation Squadron (deployed to shore)
☐ Carrier based A/C Squadron/Detachment
☐ Aircraft Carrier (other than carrier based A/C Squadron/Detachment)
☐ Cruiser
☐ Destroyer types (includes frigates)
☐ Minecraft
☐ Submarine
☐ Reserve Unit
☐ Service Force ship
☐ Tender
☐ Afloat staff
☐ Amphibious ship/craft
☐ Repair ship
☐ Other

26. Are both males and females assigned to your present command?

- ☐ Yes
☐ No

27. What is your current billet?

- ☐ Sea duty
☐ Shore duty
☐ Other (e.g., neutral duty or Duty Under Instruction)

28. In which FLEET are you now serving?

- ☐ Does not apply
☐ 2nd Fleet, Atlantic
☐ 3rd Fleet, Pacific
☐ 6th Fleet, Mediterranean
☐ 7th Fleet, Far East

29. What is the geographical location of your current assignment? (If deployed, where are you homeported or based?)

- ☐ Alaska or Hawaii
☐ CONUS (continental U.S., excluding Alaska and Hawaii)
☐ Europe
☐ Far East
☐ Caribbean
☐ Middle East
☐ South or Central America
☐ Other _____

30. What is the zip code of your current DUTY STATION? (Duty station zip can be found on the envelope in which you received this survey.)

					--				
0	0	0	0	0	--	0	0	0	0
1	1	1	1	1	--	1	1	1	1
2	2	2	2	2	--	2	2	2	2
3	3	3	3	3	--	3	3	3	3
4	4	4	4	4	--	4	4	4	4
5	5	5	5	5	--	5	5	5	5
6	6	6	6	6	--	6	6	6	6
7	7	7	7	7	--	7	7	7	7
8	8	8	8	8	--	8	8	8	8
9	9	9	9	9	--	9	9	9	9

31. On which source(s) do you depend for information about Navy personnel programs, policies, pay, benefits, etc.?

(SELECT AS MANY AS APPLY.)

- ☐ Navy News This Week (Weekly TV news)
☐ All Hands magazine
☐ Navy News Service (NAVNEWS message/stories)
☐ Lifeline (quarterly newspaper for Navy families)
☐ Perspective magazine
☐ Link magazine
☐ Navy Times
☐ Base/station/ship newspaper
☐ Briefings/word from chain of command (e.g., Commanding Officer, Division Officer, LPO, Career Counselor)
☐ Plan of the Day/Week
☐ Shipmates/word of mouth
☐ Message board (NAVADMINs, NAVOPs, ALNAVs, other messages)
☐ BUPERS ACCESS/electronic bulletin board
☐ Other _____

32. How many surveys have you received in the past 12 months?

(Do NOT count this survey.)

	Number of Surveys					More than 5	
a. Local command	0	1	2	3	4	5	<input type="radio"/>
b. Other Navy	0	1	2	3	4	5	<input type="radio"/>
c. DoD (excluding Navy)	0	1	2	3	4	5	<input type="radio"/>
d. Other	0	1	2	3	4	5	<input type="radio"/>

Comments about Background

Use the space below to make any comments you wish about your background, including any personal or career items. If you need more space, use the back page of the questionnaire.

DETAILING AND ASSIGNMENT PROCESS

If you are E-3 or below, fill in the circle and skip to Question 46. ☐

33. Have you heard of the BUPERS ACCESS computer bulletin board system?

- ☐ Yes
☐ No

34. If you have used the BUPERS ACCESS computer bulletin board system (or if someone else operated it for you), please rate the system using the following scale:

- ☐ Have not used

- a. The system is easy to use
b. The system gave me the information I needed
c. The system made it easier to communicate with my detailer
d. The system has reduced the number of calls I make to my detailer

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. How effective do you feel each of the following methods is for interacting with your detailer?

- a. Preference Card or 1306-63
b. Letter or split tour request
c. Telephone
d. Personal visit
e. Detailer field trip
f. BUPERS ACCESS
g. Naval message

Don't Know/Never Use It	Very Ineffective	Ineffective	Neither	Effective	Very Effective
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Which topics would you like to see given greater attention on detailer field trips? (SELECT THE 2 MOST IMPORTANT.)

- ☐ Does not apply/I have never attended a detailer field trip
☐ Career planning
☐ Billet availability
☐ Individual counseling
☐ Community/rating briefs
☐ Impact of downsizing on my career

37. If you have NOT used night detailing (2nd and 4th Wednesdays until 2200) to contact your detailer, why not?

(SELECT THE 1 MOST IMPORTANT REASON.)

- ☐ Does not apply/I have used it
☐ I have never heard of it
☐ I was unaware of the days and times that night detailing is available
☐ Normal detailing hours are sufficient
☐ I am not allowed to break away from work
☐ Detailer on duty is not my detailer, unable to help me
☐ I am unable to access BUPERS by telephone
☐ Other _____

38. When you call your detailer, how long are you USUALLY on hold?

- ☐ Does not apply/I have not called detailer
☐ No delay
☐ Less than 5 minutes
☐ 5 minutes to less than 15
☐ 15 minutes to less than 30
☐ 30 minutes or more

39. Keeping in mind your sea/shore rotation pattern, is your current assignment what you wanted?

- ☐ Yes, exactly what I wanted
☐ Yes, close to what I wanted
☐ No, not really what I wanted
☐ No, not even close to what I wanted

40. If your current assignment is NOT what you wanted, why not?

(YOU MAY SELECT UP TO 3 ANSWERS.)

- ☐ Does not apply/I am satisfied with my current assignment
- ☐ It's not what I was trained for (outside my rating or designator)
- ☐ It's not career-enhancing, no advancement possibilities
- ☐ It's sea duty and I wanted shore duty
- ☐ It's shore duty and I wanted sea duty
- ☐ Not given billet assigned on my orders
- ☐ Not the billet I wanted
- ☐ Not the type of aircraft, ship or activity I wanted
- ☐ It was the only billet the detailer offered me
- ☐ It's in a high cost area
- ☐ Don't like the geographical location
- ☐ It's overseas
- ☐ It resulted in family separation
- ☐ Family Support services, housing, recreational or medical facilities are unavailable or inadequate
- ☐ The surrounding community is not satisfactory
- ☐ Don't like the climate
- ☐ Other _____

41. Are you aware of the Overseas Tour Extension Incentives Program (OTEIP)?

- ☐ Yes
- ☐ No

42. Are you currently on sea duty or within one year of going on/returning to sea duty?

- ☐ Yes
- ☐ No

If you selected this answer, skip to Question 46.

43. Would you be interested in extending on sea duty for 5 years beyond your original PRD if compensation was increased?

- ☐ Does not apply
- ☐ I would be very interested
- ☐ I would be somewhat interested
- ☐ I would NOT be interested

If you selected this answer, skip to Question 46.

44. How much do you AGREE or DISAGREE with the following statements?

	Does Not Apply	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I would extend 5 years on sea duty if sea pay remained the same but a bonus (similar to a Selective Reenlistment Bonus) was offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I would extend 5 years on sea duty ONLY if sea pay increased 50 percent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I would extend 5 years on sea duty ONLY if sea pay doubled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I would extend 5 years on sea duty ONLY if sea pay MORE than doubled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. If I agree to extend on sea duty and am transferred to a new command, it would be important to me to remain in the same location (homeport).

- ☐ Does not apply
- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

Comments about Rotation/PCS Moves

Use the space below to make any comments you wish about detailing or the assignment process. If you need more space, use the back page of the questionnaire.

QUALITY OF LIFE PROGRAMS

VOLUNTARY EDUCATION

46. Which of the following educational services provided by Navy Campus offices are **MOST** important to you?
(SELECT UP TO 2 RESPONSES.)

- ☐ None/does not apply
- ☐ Processing tuition assistance
- ☐ Getting help planning my educational program
- ☐ Receiving general information about voluntary education opportunities
- ☐ Getting information about Montgomery GI Bill (MGIB) benefits
- ☐ Opportunity to take DANTES tests
- ☐ Scheduling on-base courses

47. How important are each of the following Navy Campus services to you?

- ☐ Does not apply/I am not interested in voluntary education

(SELECT 1 ANSWER IN EACH COLUMN TO INDICATE ORDER OF IMPORTANCE.)

- a. Program for Afloat College Education (PACE)
- b. Tuition Assistance
- c. World-wide staff of educational counselors
- d. Functional skills

Fourth Most Important	Third Most Important	Second Most Important	Most Important
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FAMILY SUPPORT PROGRAMS

48. How do you rate the quality of each of the Family Support programs/services at your present duty station?

- a. The Ombudsmen Network
- b. Deployment Support Programs
- c. Personal Financial Management Education/Counseling
- d. Family Service Center (FSC) Counseling (personal, family, marital)
- e. FSC Spouse Employment Assistance Program (SEAP)
- f. Exceptional Family Member (EFM) Program
- g. Base-level Family Advocacy Programs
- h. FSC Relocation Assistance Program (RAP)
- i. Transition Assistance Management Program (TAMP)
- j. Sexual Assault Victim Assistance Program
- k. Sexual Assault Awareness and Prevention Program
- l. Family Service Centers-overall

Very Good	Good	Average	Poor	Very Poor	Never Heard of Program	Not Used/No Experience
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. How much do you **AGREE** or **DISAGREE** with the statements that follow about Family Support programs/services you have used while you have been in the Navy?
(For a brief listing of services, see Question 48.)

	Does Not Apply/Have Not Used	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. Navy Family Support services improve the quality of life for me (my family)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I am satisfied with the quality of Family Support services in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I am satisfied with the availability of Family Support services in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CHILD CARE

If you have **NO** children, fill in the circle and skip to Question 57. ☐

If you have **NO CHILDREN WHO REQUIRE CHILD CARE**, fill in the circle and skip to Question 55. ☐

If you have dependent children living with you part-time (i.e., joint custody with ex-spouse), answer questions based on the times you have children living **WITH** you.

50. Does your spouse take care of your child(ren) during your regular work day/shift?

☐ No spouse
☐ Yes
☐ No

If you selected this answer, skip to Question 55.

51. Who is the **PRIMARY** caregiver for your youngest child during your regular work day/shift?

(SELECT 1.)

☐ Military Child Development Center
☐ Base-operated family home care program
☐ Private licensed facility
☐ Civilian operated family home care
☐ At-home employee (nanny, au pair, etc.)
☐ Relative/older siblings
☐ Friend
☐ Other _____
☐ I currently have no arrangements/I have a child care problem

52. Do you feel that child care needs interfere with your ability to perform your job?

☐ Never
☐ Rarely
☐ Sometimes
☐ Often
☐ Very Often

53. In what way do child care needs interfere with your performance?

(SELECT THE 1 MOST IMPORTANT.)

☐ Does not apply/Do not interfere
☐ Distractions while on duty
☐ Miss work
☐ Late for work
☐ Must leave early
☐ Limits billet choices
☐ Needs cause friction with co-workers/supervisors
☐ Raises general stress level/anxiety
☐ Other _____

54. I am satisfied with my current child care arrangements.

☐ Does not apply
☐ Strongly disagree
☐ Disagree
☐ Neither agree nor disagree
☐ Agree
☐ Strongly agree

MORALE, WELFARE and RECREATION (MWR) and HOUSING

55. Listed below are some of the reasons children participate in Navy-sponsored youth recreation programs. Please indicate the reasons for YOUR children's participation.
(YOU MAY SELECT UP TO 3 ANSWERS FOR EACH PROGRAM.)

☐ Does not apply/they do not participate

- a. Before/after school programs
- b. Sports and fitness programs
- c. Recreational/social activities
- d. Day camps
- e. Personal development/skills development
- f. Teen programs

Do Not Participate	For Fun	To Meet Their Friends	To Learn New Skills	To Be Away From Their Family	To Know Where My Children Are	To Keep Them Busy	They Have Nothing Else To Do
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. Listed below are some of the expectations parents have for Navy-sponsored youth recreation programs. Please indicate the expectations you have for these programs.
(YOU MAY SELECT UP TO 3 ANSWERS FOR EACH PROGRAM.)

☐ Does not apply/they do not participate

- a. Before/after school programs
- b. Sports and fitness programs
- c. Recreational/social activities
- d. Day camps
- e. Personal development/skills development
- f. Teen programs

Do Not Participate	Supervised Recreation Program For Fun	Acceptable Place To Meet Friends	Place To Learn New Skills	Participate In Educational Programs	Participate In/ Learn About Sports
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. How much do you AGREE or DISAGREE with the following statements?

- a. My present living conditions are having a positive effect on my job performance
- b. My present living conditions are having a positive effect on my decision to stay in the Navy
- c. In general, I can afford the things I or my family need(s)
- d. Overall, I am satisfied with my quality of life

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are NOT CURRENTLY stationed aboard ship, fill in the circle and skip to Question 60. ☐

58. How much do you AGREE or DISAGREE with the following statements?

- a. My quality of life on board ship would be greatly reduced if I could not regularly participate in the recreation programs
- b. My current job gives me adequate time to regularly participate in recreation programs while underway and/or in port
- c. Crew morale is enhanced by a strong shipboard recreation program

Does Not Apply	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. How often do you utilize shipboard fitness facilities each week?

- ☐ Shipboard fitness facilities are not available on my ship
- ☐ Not at all
- ☐ Less than one hour per week
- ☐ 1 hour to less than 4 hours per week
- ☐ 4 hours to less than 7 hours per week
- ☐ 7 or more hours per week

60. How would you evaluate each of the following?

- | | Does Not Apply | Poor | Fair | Good | Very Good |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Interaction with your Personnel Support (PSD) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Interaction between your Agency/Personnel Support System and your Representative PSD | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

- ☐ Does not apply/I have not used
☐ Strongly disagree
☐ Disagree
☐ Neither agree nor disagree
☐ Agree
☐ Strongly agree

Use the space below to make any comments you wish about your quality of life, including voluntary education; Family Support programs; child care; Morale, Welfare, and Recreation (MWR)/housing; and PSD. If you need more space, use the back page of the questionnaire.

[illegible]

LEADERSHIP TRAINING

Comments about Leadership Training

Use the space below to make any comments you wish about leadership training. If you need more space, use the back page of the questionnaire.

62. Which ONE of the following formal NAVY LEADERSHIP COURSES did you LAST attend?

- ☐ I have not attended any Navy leadership courses
- ☐ Accessions NAVLEAD
- ☐ Basic Division Officers Course
- ☐ Advanced Division Officers Course
- ☐ Command Excellence Seminar
- ☐ SWOS/SOAC
- ☐ LMET
- ☐ NAVLEAD (LPO/CPO)
- ☐ Senior Enlisted Academy
- ☐ Other (Do NOT include TQL courses.) _____

If you selected this answer, skip to Question 66.

63.. How long ago did you attend your LAST formal leadership class?

Years		Months	
0	0	0	0
1	1	1	1
2	2	2	2
	3	3	3
	4	4	4
	5	5	5
	6	6	6
	7	7	7
	8	8	8
	9	9	9

64. How would you rate the quality of the training you received in the LAST formal leadership class you attended?

- ☐ Very poor
☐ Poor
☐ Fair
☐ Good
☐ Very good

65. How much of the leadership training you received in the LAST formal class you attended have you applied to your experience in the field?

- ☐ None
☐ Some
☐ Most
☐ All

ORGANIZATIONAL CLIMATE

TOTAL QUALITY LEADERSHIP (TQL)

66. Which Department of the Navy Total Quality Leadership (TQL) training classes have you attended?

(SELECT AS MANY AS APPLY.)

- ☐ Introduction to TQL
- ☐ Fundamentals of TQL
- ☐ Methods for Managing Quality
- ☐ Team Skills and Concepts
- ☐ Systems Approach to Process Improvement
- ☐ Senior Leadership Seminar (SLS) in TQL
- ☐ Other (College or Agency quality course) _____
- ☐ I have not attended any TQL classes

67. How much do you AGREE or DISAGREE with the following statements?

- a. My work group uses statistical methods in decision making
- b. My immediate supervisor fosters an environment which promotes change
- c. My immediate supervisor manages primarily by focusing on process improvement
- d. TQL is being/could be effectively applied within my organization or command
- e. The leadership at my command is practicing TQL

Does Not Apply/Don't Know	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

68. How long ago did your command begin practicing TQL?

- ☐ My command has not begun practicing TQL
- ☐ Less than 6 months
- ☐ 6 months to less than 1 year
- ☐ 1 year to less than 3 years
- ☐ 3 years to less than 5 years
- ☐ 5 years or more
- ☐ I don't know

JOB SATISFACTION

69. How much do you AGREE or DISAGREE with the following statements?

- a. I am glad that I chose to join the Navy instead of other organizations I was considering when I joined
- b. I am generally satisfied with my current job
- c. In general, I like the work I do in the Navy
- d. I am satisfied with my physical working conditions
- e. I am satisfied with my career development
- f. I enjoy my career in the Navy

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

70. How much do you AGREE or DISAGREE with the following statements?

- a. I think I am adequately paid for the job I do
- b. The amount I am paid is an important reason for me to stay in the Navy
- c. The amount I would receive as retirement pay is an important reason for me to stay in the Navy until retirement

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71. Are you or any of your dependents currently receiving food stamps?

- ☐ Yes
- ☐ No

72. What are your Navy career plans?

- ☐ Definitely decided to stay in the Navy at least until eligible to retire
- ☐ Probably stay in the Navy at least until eligible to retire
- ☐ Don't know if I will stay in the Navy until eligible to retire
- ☐ Probably not stay in the Navy until eligible to retire
- ☐ Definitely not stay in the Navy until eligible to retire
- ☐ Eligible to retire now and have decided to leave
- ☐ Eligible to retire now, but have made no decision to leave
- ☐ Eligible to retire now and want to stay

73. What were your Navy career plans ONE YEAR AGO?

- ☐ Definitely decided to stay in the Navy at least until eligible to retire
- ☐ Probably stay in the Navy at least until eligible to retire
- ☐ Didn't know if I would stay in the Navy until eligible to retire
- ☐ Probably not stay in the Navy until eligible to retire
- ☐ Definitely not stay in the Navy until eligible to retire
- ☐ Was eligible to retire and had decided to leave
- ☐ Was eligible to retire, but had made no decision to leave
- ☐ Was eligible to retire, but wanted to stay
- ☐ I was not in the Navy one year ago

**FORCE REDUCTION and
BASE CLOSURE ISSUES**

74. I would leave the Navy at the end of my current enlistment/obligation if suitable civilian employment were available.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

75. How much do you AGREE or DISAGREE with the following statements?

- a. Downsizing will be carried out in a way that is fair to all members, including women and racial minorities
- b. After downsizing, the Navy will be capable of carrying out its mission efficiently and effectively
- c. Morale at my command is suffering due to downsizing or the threat of downsizing
- d. Downsizing is having a negative effect on readiness at my command
- e. If I were separated/retired earlier due to downsizing, I/my family would have financial problems
- f. Downsizing is negatively affecting quality of life in the Navy
- g. Referrals for job placement assistance are available at my command for persons who are being separated/retired earlier due to downsizing
- h. If offered a separation bonus (e.g., VSI, SSB), early retirement, or other financial incentive to leave the Navy before my current enlistment/obligation is up, I would accept it

Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Does Not Apply/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you **AGREE** or **DISAGREE** with the following statements?

76. Spending cuts, downsizing, base closings, and forced separations/retirements are:

- a. Making a Navy career less attractive for me
- b. Making me very anxious
- c. Hurting my morale
- d. Hurting my effectiveness as a Navy person

Strongly Disagree
Disagree
Neither Agree Nor Disagree
Agree
Strongly Agree

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

77. The possibility of active duty pay caps and elimination of cost of living adjustment (COLA) for retirees are:

- a. Making a Navy career less attractive for me
- b. Making me very anxious
- c. Hurting my morale
- d. Hurting my effectiveness as a Navy person

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

78. Are you currently assigned at a base or on a ship which will close/decommission due to downsizing **DURING** your tour there?

- ☐ Yes
- ☐ No
- ☐ Don't know

79. Please rate the **IMPORTANCE** to you/your family of each of the following concerns related to base closure/ship decommissioning:

Does Not Apply
Not Important
Slightly Important
Fairly Important
Very Important

- a. Fewer options for PCS moves/transferring/loss of billets
- b. Decreased value of my home/other personally owned property
- c. Lost opportunity for remaining in one geographical location
- d. Closure of the base Commissary and/or Exchange
- e. Nonavailability of military medical care
- f. Loss of jobs in specific ratings/designators

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EQUAL OPPORTUNITY

Equal opportunity means that Navy men and women have an equal chance to serve, learn, and progress, regardless of their gender, race or ethnicity.

80. How much do you **AGREE** or **DISAGREE** with the following statements?

- a. I think something is being done to improve equal opportunity in the Navy
- b. I feel if I went to Captain's Mast I would receive fair and equitable treatment
- c. I feel that everyone is treated equally when it comes to promotions and advancements
- d. At my command, recommendations about reenlistment eligibility are fair
- e. Gender discrimination is not tolerated at my command
- f. Racial discrimination is not tolerated at my command
- g. I would have been less likely to JOIN the Navy if I knew women were equally likely as men to serve aboard ship
- h. I would be more likely to STAY IN the Navy if women had the same sea/shore rotation requirements as men
- i. When I joined the Navy, I believed that I would be assigned to shipboard duty for at least part of my enlistment/obligation
- j. Women would be more likely to leave the Navy if they were assigned to combat roles on an equal basis with men

Strongly Disagree
Disagree
Neither Agree Nor Disagree
Agree
Strongly Agree

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FRATERNIZATION

Fraternization is defined as "any personal relationship...which is unduly familiar and does not respect differences in rank and grade." Fraternalization may involve an officer and an enlisted. It may also involve two officers or two enlisted where a senior-subordinate supervisory relationship exists.

81. Have you received training on the subject of fraternization within the past 12 months?
- ☐ Yes
☐ No
82. Please provide an overall evaluation of the fraternization training you have had in the past 12 months.
- ☐ Have not received training in the past 12 months
☐ No opinion
☐ Very poor
☐ Poor
☐ Neutral
☐ Good
☐ Very good

83. How much do you AGREE or DISAGREE with the following statements?

- a. I believe that command members understand what is and what is not fraternization
- b. I understand the Navy's definition of and regulations on fraternization
- c. I believe that fraternization seriously interferes with good discipline and morale
- d. I feel the Navy's policy on fraternization is a good policy

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SEXUAL HARASSMENT

Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Both men and women can be victims of sexual harassment; both women and men can be sexual harassers; people can sexually harass persons of their own sex.

84. I am aware of the new SECNAV instruction on sexual harassment, dated January 1993, which expanded definitions and described a range of behaviors in terms of a traffic light (green light, yellow light, red light).
- ☐ Yes
☐ No
85. How much do you AGREE or DISAGREE with the following statements on sexual harassment?

- a. I understand the Navy's definition of sexual harassment
- b. I understand the Navy's regulations about sexual harassment
- c. Personnel at my command understand the definition of and regulations on sexual harassment
- d. If I had a sexual harassment complaint, I feel my complaint would get a fair hearing
- e. Sexual harassment is not tolerated at my command
- f. I understand my rights and responsibilities concerning sexual harassment
- g. I understand the complaint/grievance procedures I would use to report an incident of sexual harassment

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

86. I am aware of the new DoN toll-free advice and counseling telephone line (1-800-253-0931) for sexual harassment.
- ☐ Yes
☐ No

COMMAND EVENTS

87. How much do you AGREE or DISAGREE with the following statements about conduct at command events intended to promote good morale and social interaction (e.g., initiations, hail and farewells, promotion ceremonies, and command picnics) at your command?

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Don't Attend Events
a. Alcohol abuse by participants and guests at command events is not tolerated at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sexually suggestive activities, props, costumes, skits, gags, or gifts are not tolerated at command events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Command members are not pressured to participate in command events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Command events are conducted in a manner which upholds high professional standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments about Organizational Climate

Use the space below to make any comments you wish about organizational climate, including TQL; job satisfaction; force reduction and base closure issues; EO issues; fraternization; sexual harassment; and command events. If you need more space, use the back page of the questionnaire.

HEALTH ISSUES

NAVY DRUG and ALCOHOL PROGRAM POLICIES

88. How much do you AGREE or DISAGREE with the following statements on the Navy's drug and alcohol policies?

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
a. The Navy's random urinalysis program is a very effective tool for identification of drug users	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Existing regulations on the use and abuse of alcohol should be more strictly enforced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Penalties for the abuse of alcohol at my command are not sufficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. At my command, the Navy's policies on alcohol use/abuse are applied fairly across all paygrades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. At my command, the difference between alcohol use and alcohol abuse is clearly understood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Treatment for problems related to alcoholism and alcohol abuse has a negative effect on a member's Navy career (e.g., makes it more difficult to obtain choice assignments, receive promotions, and be retained in the Navy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Access to a Counseling and Assistance Center (CAAC) is not readily available for my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Attendance at PREVENT, formerly called NADSAP, or other alcohol abuse prevention programs is encouraged at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

HEALTH PROMOTION PROGRAMS

89. How much do you **AGREE** or **DISAGREE** with the following statements about health promotion programs?

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
a. I have access to enough nutrition information to make healthy food choices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Treatment for obesity and compulsive overeating is readily available for individuals at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The Navy should continue to offer treatment for obesity and compulsive overeating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. The use of healthy stress management/stress reduction skills is encouraged at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. I know where to get help for someone from my command I believe is suicidal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I know where a tobacco user can go to get assistance in quitting tobacco use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

90. How much do you **AGREE** or **DISAGREE** with the following statements regarding Physical Readiness Training (PRT)?

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
a. Failure to comply with the physical readiness training (PRT) programs should be grounds for denying or deferring advancement/promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The current PRT program policy encourages a routine workout program in order to pass the PRT test rather than encouraging a routine workout program to achieve a healthy lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. PRT results are documented fairly in fitness reports and enlisted evaluations for each member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

91. What are the most important reasons you exercise on a regular basis (at least three times a week)?

(YOU MAY SELECT UP TO 2 ANSWERS.)

- ☐ To pass/do well on the PRT
- ☐ To control my weight
- ☐ To become/remain fit and healthy
- ☐ To reduce stress/make me feel better
- ☐ For the enjoyment of participating in sports
- ☐ Regular exercise is required at my command
- ☐ I do not exercise on a regular basis

92. How often do you eat **FIVE** servings of fruit and/or vegetables?

- ☐ Every day
- ☐ From three to six days per week
- ☐ One or two days per week
- ☐ Less than one day per week
- ☐ Never

- ☐ Does not apply/I do not use tobacco products
- ☐ I am not trying/do not plan to stop using tobacco products
- ☐ Expense of tobacco products
- ☐ Peer pressure/social pressure
- ☐ Detriment to my health/my family's health
- ☐ Inconvenience/messiness
- ☐ My command is a smoke-free command
- ☐ Personal desire to quit smoking
- ☐ Cost to nonusers of tobacco
- ☐ Other _____

94. Have you received training specifically addressing HIV/AIDS in the past 12 months? (SELECT AS MANY AS APPLY.)

- ☐ Yes, Navy training
☐ Yes, other military service training
☐ Yes, civilian (local community) training
☐ No

	No Experience	Have Not Used	Very Little Information	Some Information	A Great Deal Of Information
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Media (TV, radio, magazines)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counselors/training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Radio and Television	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Present at Sexually Disease (STD) Clinic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Use the space below to make any comments you wish about health issues, including drug and alcohol programs, health promotion programs, and HIV/AIDS education. If you need more space use the back page of the questionnaire.

[illegible]

To be used for statistical purposes only.

96. When did you COMPLETE this survey?

Day	
0	0
1	1
2	2
3	3
	4
	5
	6
	7
	8
	9

Month	
0	0
1	1
	2
	3
	4
	5
	6
	7
	8
	9

THIS QUESTION IS OPTIONAL.

97. What is your Social Security Number?
It will help us with follow-on research.

			--			--						
0	0	0	--	0	0	--	0	0	0	0	0	0
1	1	1	--	1	1	--	1	1	1	1	1	1
2	2	2	--	2	2	--	2	2	2	2	2	2
3	3	3	--	3	3	--	3	3	3	3	3	3
4	4	4	--	4	4	--	4	4	4	4	4	4
5	5	5	--	5	5	--	5	5	5	5	5	5
6	6	6	--	6	6	--	6	6	6	6	6	6
7	7	7	--	7	7	--	7	7	7	7	7	7
8	8	8	--	8	8	--	8	8	8	8	8	8
9	9	9	--	9	9	--	9	9	9	9	9	9

General Comments

Use the space below to make any comments you wish about ANY of the topics addressed in this survey. Use additional sheets as needed. Do NOT staple additional sheets to this booklet.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Thank you for completing this survey!

Appendix B
Opinion Gauges

Opinion Gauges

Table B-1

Descriptive and Statistical Information about Opinion Gauges

Area	Questions	Chronbach Alpha	
		Enlisted	Officer
Detailing and Assignment Process			
BUPERS ACCESS System	34b, 34c, 34d	.80	.71
Detailer: Methods of Interaction	35a, 35c, 35e	---	.60
Quality of Life			
Family Support Programs	49a, 49b, 49c	.88	.89
Living Conditions	57a, 57b	.77	.76
Overall Quality of Life	57c, 57d	.73	.75
Personnel Support Detachments	60a, 60b	.83	.86
Organizational Climate			
Total Quality Leadership	67b, 67c, 67e	.80	.81
Job Satisfaction	69b, 69c, 69f	.84	.88
Pay and Retirement	70b, 70c	.74	.62
Downsizing Policies	75c, 75d, 75f	.78	.78
Emotional Effects of Cutbacks			
Enlisted	76c, 76d, 77c, 77d	.84	---
Officers	76c, 76d, 77b, 77c, 77d	---	.85
Equal Opportunity			
Gender	80a, 80b, 80d, 80e	.78	.78
Racial			
Blacks			
Enlisted	80a, 80b, 80c	.78	---
Officers	80a, 80b, 80f	---	.80
Other Nonwhites			
Enlisted	80a, 80b, 80c, 80f	.76	---
Officers	80a, 80b, 80c, 80f	---	.78
Fraternization Policy	83b, 83c, 83d	.70	.75
Sexual Harassment Training	85a, 85b, 85c, 85f, 85g	.86	.87
Command Events	87a, 87b, 87c, 87d	.74	.78
Health Issues			
Drug and Alcohol Policies			
Enlisted	88a, 88d, 88e, 88h	.66	---
Officers	88d, 88e, 88h	---	.62
Health Promotion Programs	89a, 89b, 89d, 89e, 89f	.76	.73

Appendix C
Respondent Sample Sizes
(Unweighted)

Respondent Sample Sizes

Table C-1

Type of Enlisted Residences

Residence	Number of Respondents
Military family housing	733
Civilian residence	2,691
Ship	516
Bachelor quarters	619

In the following tables, the only types of enlisted commands, enlisted ratings, or officer communities that are presented are those for which the most favorable and least favorable opinions were given.

Table C-2

Type of Enlisted Command

Command	Number of Respondents
Training	563
Shore or Staff	1,982
Aviation Squadron (deployed to shore)	310
Aviation Squadron (deployed to ships)	273
Destroyer	258
Submarine	202
Amphibious	250
Cruiser	194

Table C-3

Type of Enlisted Rating

Rating	Number of Respondents
Medical/Dental	241
Administrative/Media	272
Nuclear Programs	522
Cryptology/Intelligence/Foreign Language	129
Surface Combat Systems	241
Aviation Mechanical	351
Surface Hull/Electrical	363

Table C-4

Officer Communities

Community	Number of Respondents
Naval Flight Officers	157
Surface Warfare Officer Trainees	146
Medical Service Corps	154
Nurse Corps	127
Medical Corps	130

Appendix D
Margin of Error

Margin of Error

Table D-1 (Quenette 1994a, *ibid*) is presented so that the reader can determine, in conjunction with Appendix C, the margin of error for survey results broken out by type of residence, type of enlisted command, type of enlisted rating, and officer community. That is, suppose it were found that 50% of survey respondents agreed that the QOL in the Navy was satisfying. The question arises, To what extent does this result represent the percentage that would have been found had everyone in the Navy completed the survey. The table can be used to answer this question as follows. If 50% agreed, that means that 50% selected other answers. In short, a 50/50 split exists. Thus, go to the 50/50 column in the table and down to the row representing the number of people answering the survey question. Suppose that number were 700; then one can be 95% confident that the percentage for everyone in the Navy would be between 46% and 54% (i.e., $50\% \pm 4$ points). If 4,000 individuals had answered the question, then the interval would be 48% to 52%. Consult Appendix C for the number of survey respondents by type of residence, type of enlisted command, type of enlisted rating, and officer community. Notice that the 50/50 split yields the largest margin of error; i.e., the most conservative estimate. This estimate is provided in the report.

Table D-1

Margin of Error

Sample Size	Percentage Split						
	98/2	95/5	90/10	80/20	70/30	60/40	50/50
50	4	6	8	11	13	14	14
100	3	4	6	8	9	10	10
200	2	3	4	6	6	7	7
300	2	2	3	5	5	6	6
400	1	2	3	4	4	5	5
500	1	2	3	4	4	4	4
700	1	2	2	3	3	4	4
1000	1	1	2	2	3	3	3
1500	1	1	2	2	2	2	3
2000	1	1	1	2	2	2	2
2500	1	1	1	2	2	2	2
3000	1	1	1	1	2	2	2
3500	0	1	1	1	2	2	2
4000	0	1	1	1	1	2	2
4500	0	1	1	1	1	1	1
5000	0	1	1	1	1	1	1
5500	0	1	1	1	1	1	1
6000	0	1	1	1	1	1	1

Appendix E

Demographic Breakouts Yielding No Appreciable Differences

Demographic Breakouts Yielding No Appreciable Differences

Survey responses were broken out by a number of demographic variables. Results had to be statistically and practically significant to be included in the body of the report (see Wilcove 1994, *ibid*, for the operative definition of practical significance). Although results may not have met the dual-significance requirement, such results are informative in and of themselves. For example, it was found that enlisted and officer opinions of the BUPERS ACCESS computer bulletin board system did not differ by type of billet (sea or shore) or location (within or outside of CONUS).

If the dual-significance requirement was not met, it is said, for purposes of this report, that no appreciable difference (NAD) was found. NAD results are summarized below by area and opinion gauge. Unless otherwise indicated, demographic variables are entered in the table when NAD was found for both enlisted and officer personnel. If "enlisted" or "officer" is presented in parentheses, then the NAD applies only to them. Family/marital status refers to the following subgroups: single, married with children, married without children, single parent, and divorced with no children. "Childfive" refers to one of two classes of parents: (1) parents with at least one child 5 years of age or younger, or (2) parents *without* at least one child 5 years of age or younger.

The table can be read as follows. For example, under Detailing and Assignment Process, NADs in opinion toward the BUPERS ACCESS System were found for enlisted and officer personnel when responses were broken down by family/marital status, CONUS versus non-CONUS assignments, sea versus shore billets, and paygrade.

Table E-1

Demographic Variables for Which No Appreciable Differences were Found

Area and Opinion Gauge	Demographic Variable
Detailing and Assignment Process	
BUPERS ACCESS System	Family/marital status, in CONUS vs. not, at sea vs. ashore, paygrade
Detailer: Methods of Interaction (officers only)	Community, family/marital status, gender, paygrade, race
Quality of Life	
Family Support Programs	"Childfive," family/marital status, gender, paygrade, race, spouse is civilian vs. military
Living Conditions	"Childfive," family/marital status, gender, paygrade (officers), race, spouse is civilian vs. military, type of residence (officers)

Table E-1

**Demographic Variables for Which No Appreciable
Differences were Found (Continued)**

Area and Opinion Gauge	Demographic Variable
Overall Quality of Life	"Childfive," family/marital status, gender, paygrade (officers), race, spouse is civilian vs. military, type of residence (officers)
Personnel Support Detachments	Gender, paygrade, at sea vs. ashore
Organizational Climate	
Total Quality Leadership	Paygrade
Job Satisfaction	Gender, race, at sea vs. ashore (officers)
Pay and Retirement	"Childfive," dual-career marriage vs. not, family/marital status, gender, paygrade (officers), race, at sea vs. ashore
Downsizing Policies	"Childfive," dual-career marriage vs. not, family/marital status, gender, race, at sea vs. ashore
Emotional Impact of Cutbacks and Downsizing	"Childfive," dual-career marriage vs. not, family/marital status, gender, race, at sea vs. ashore
Equal Opportunity for Both Sexes	In CONUS vs. not, gender (enlisted), paygrade, traditional vs. non-traditional enlisted ratings
Equal Opportunity for all Races	In CONUS vs. not, paygrade (officers)
Fraternization Policy	Gender, paygrade (officers)
Sexual Harassment Training	Gender
Command Events	Gender, paygrade (officers)
Health Issues	
Drug and Alcohol Program Policies	Paygrade (officers)
Health Promotion Programs	Gender, paygrade (officers)

Appendix F
Additional Graphs of Results

Additional Graphs of Results

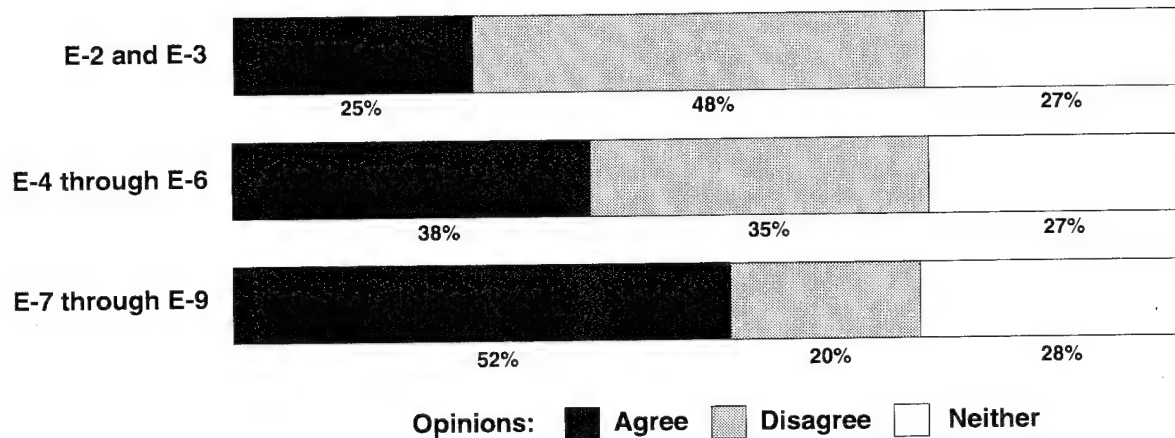
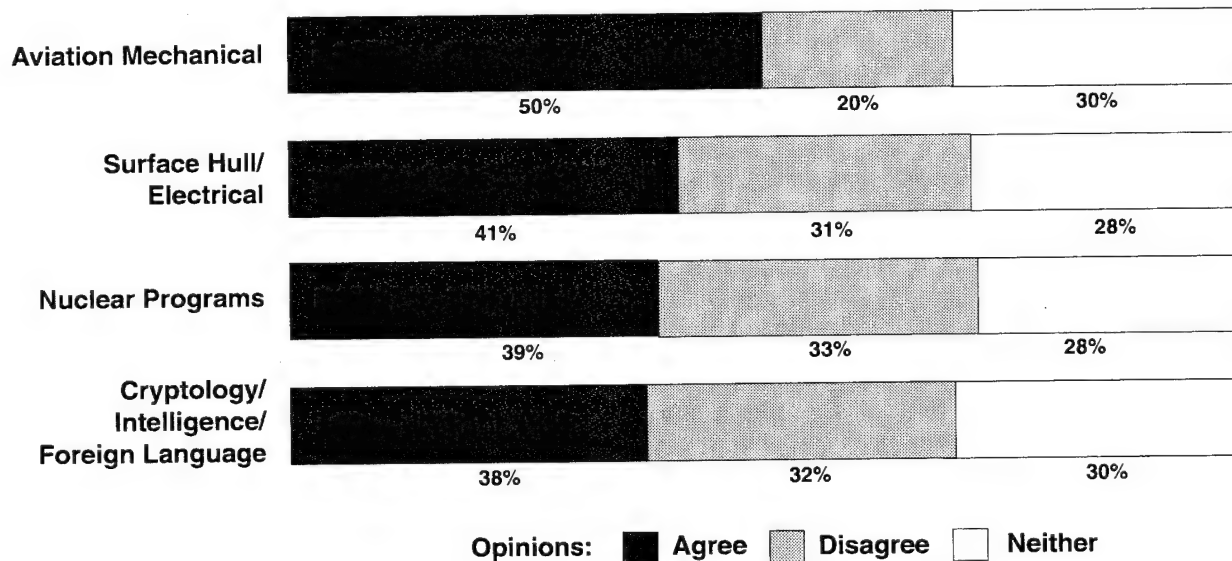
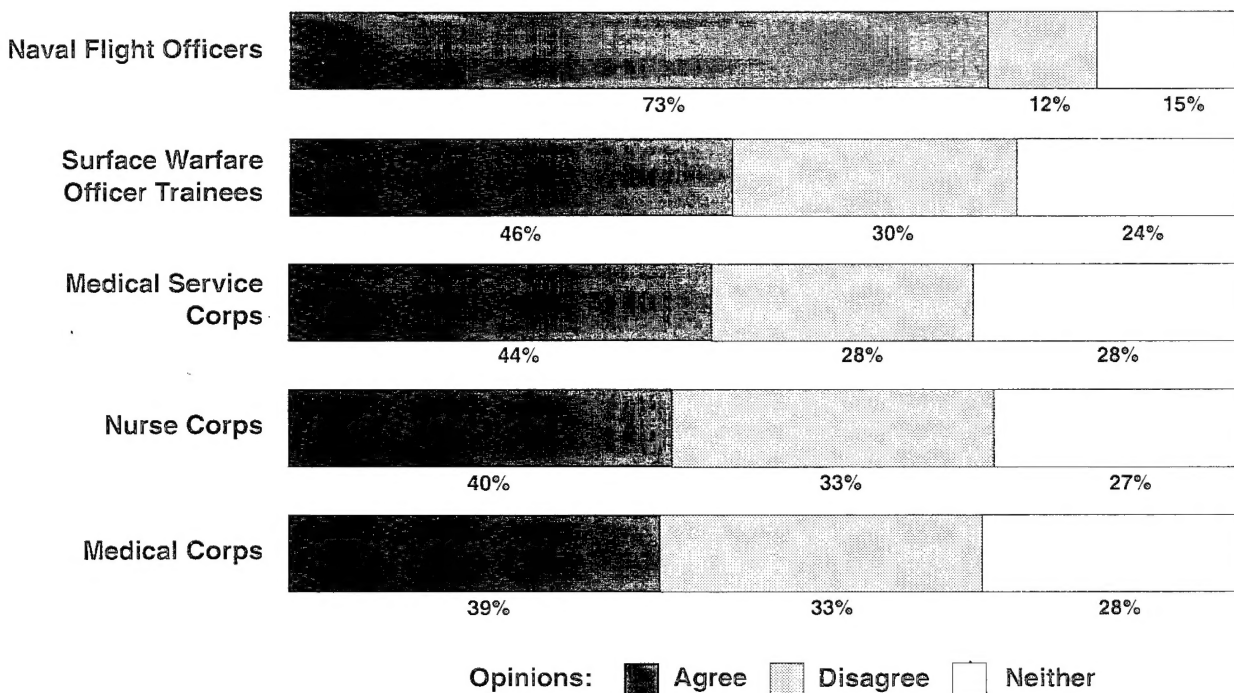


Figure F-1. Living conditions have had a beneficial effect on performance and retention: Enlisted opinions by paygrade.



Note. Aviation Mechanical represents the most negative opinion, and the three other rating types, the least negative opinion among all types of enlisted ratings.

Figure F-2. Downsizing is negatively impacting the Navy: Enlisted opinions by type of rating.



Note. Naval flight officers had the most negative opinion among the officer communities, and the other four communities, the least negative.

Figure F-3. Downsizing is negatively impacting the Navy: Officer opinions by community.

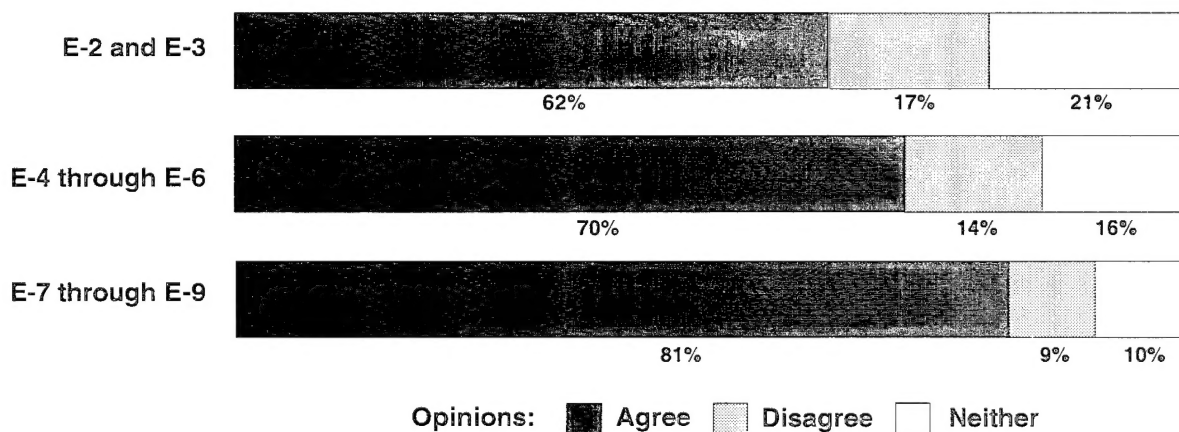


Figure F-4. Fraternization policies are acceptable: Enlisted opinions by paygrade.

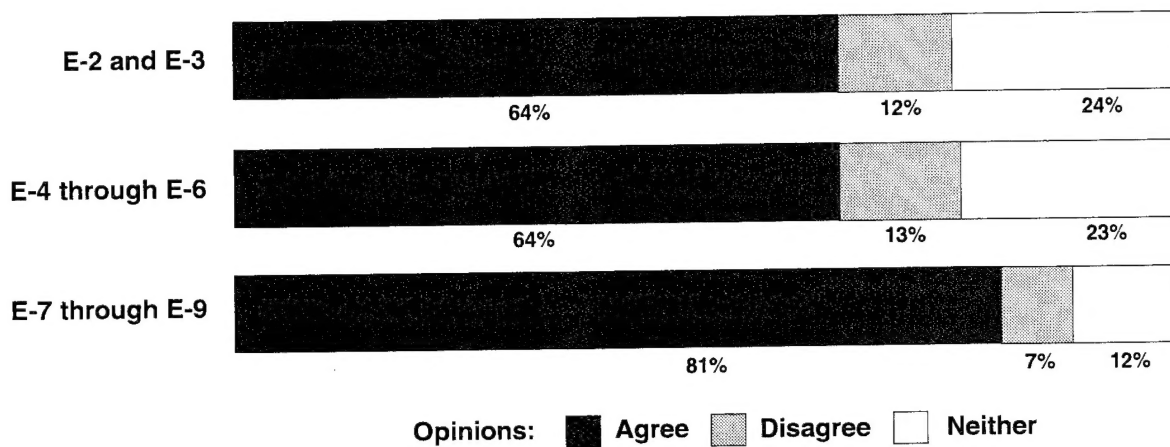


Figure F-5. Command events are conducted in an appropriate manner: Enlisted opinions by paygrade.

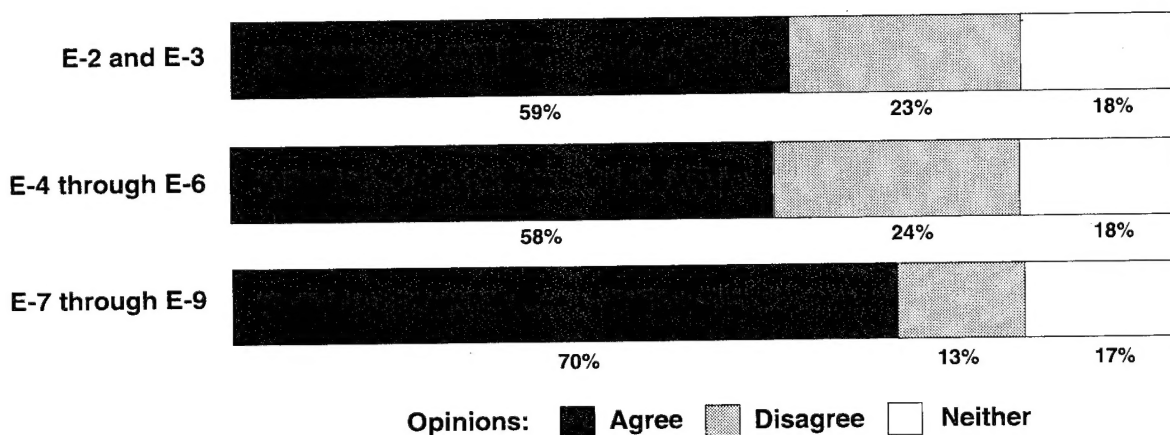


Figure F-6. The Navy's drug and alcohol policies are effective, fair, and understandable: Enlisted opinions by paygrade.

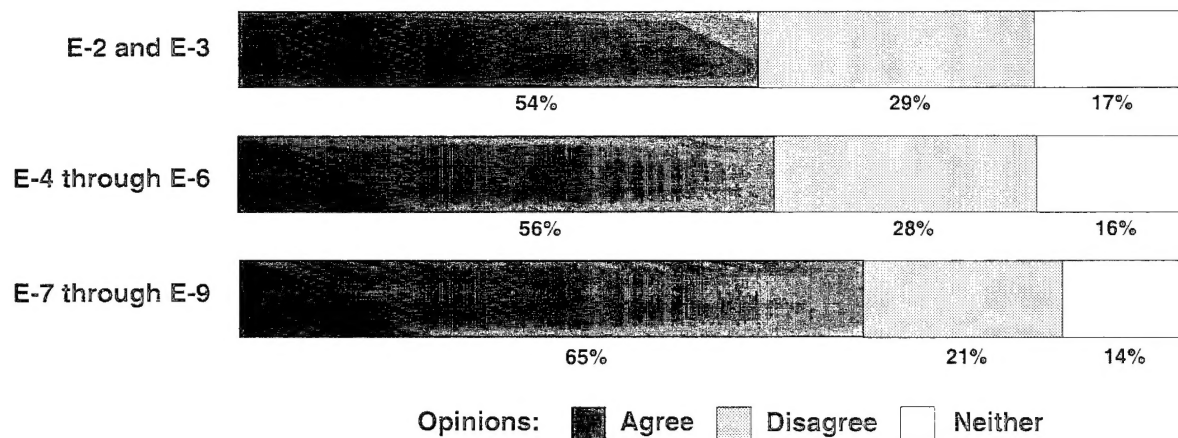


Figure F-7. The Navy's health promotion programs are effective: Enlisted opinions by paygrade.

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